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ABSTRACT

This guide has as its purpose to help college and university administrators locate places where they can get help on management procedures throughout 1973. In addition to activities sponsored by associations, corporations, and consulting groups, a number of seminars and short-term professional development courses given at colleges and universities have been included. The program listings include: (1) name or title of activity; (2) sponsoring organization; (3) date(s) and location; (4) fees and what they cover; (5) room and board accommodations; (6) application date(s), address, etc.; and (7) program description. (HS)

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A GUIDE TO PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR COLLEGE AND UNIVERSITY ADMINISTRATORS

Seminars, Workshops, Conferences, Internships, and Fellowships

JANUARY-DECEMBER, 1973

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MD
MANAGEMENT DIVISION
ACADEMY FOR EDUCATIONAL DEVELOPMENT, INC.

The Academy is a nonprofit planning organization

A GUIDE

TO PROFESSIONAL DEVELOPMENT OPPORTUNITIES

Seminars, Workshops, Conferences,
Internships, and Fellowships

January - December, 1973

Compiled and Edited by Judith Irwin

A Service of the Management Division of the
Academy for Educational, Development, Inc.

The Academy for Educational Development, Inc., is a nonprofit tax exempt planning organization which pioneered in the field of long-range planning for colleges, universities, and state systems of higher education. The Academy has conducted over 100 major studies for institutions throughout the country, as well as for national agencies such as the U. S. Office of Education, the National Science Foundation, the Agency for International Development, and the National Institutes of Health. Additional information regarding the Academy's complete program of services to education may be obtained from its offices:

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The Academy's Management Division was established in 1970, under grants primarily from the W. K. Kellogg Foundation, to help college and university presidents and other officials improve the administration of the nation's institutions of higher learning. To achieve this purpose, MD conducts research, publishes the results, and organizes conferences and professional development programs.

For further information about MD, write or call:

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INTRODUCTION

This is the third annual edition of A GUIDE TO PROFESSIONAL DEVELOPMENT OPPORTUNITIES FOR A COLLEGE AND UNIVERSITY ADMINISTRATORS. Its purpose is to help college and university administrators locate places where they can get help on management procedures throughout 1973.

This edition includes a wide variety of activies from a large number of sponsors. In addition to activities sponsored by associations, corporations, and consulting groups, a number of seminars and short-term professional development courses given at colleges and universities have been included. As in previous editions, university degree programs and their component courses are not included. Nor have we listed the extensive programs which many professional associations carry on at their annual meetings.

The enthusiastic response to the previous editions of this guide testifies to the widespread interest of college administrators in improving their management capabilities. Reasons behind the need for such opportunities -- the financial pinch, social turbulence, pressures for change, high turnover, increasingly complex managerial responsibilities -- have not abated during the past year. Indeed, they have increased. The demand for professional development programs in higher education management remains high. And, as the size of this Guide indicates, the opportunities are numerous.

The Academy would like to thank all those who cooperated in submitting information on their programs. It welcomes further comments from users of the Guide, and from organizations who would like to have their programs listed in future editions.

In most cases the descriptions presented here were prepared by the sponsoring organizations. The Guide is intended solely as a source of information; the appearance or absence of a particular organization or program represents no endorsement, criticism or other evaluation by the Academy.

FORMAT FOR PROGRAM LISTINGS

The information in each program summary is organized whereever possible according to the following format:

1. Name or title of activity
2. Sponsoring organization(s)
3. Date(s) and location(s)
4. Fees and what they cover
5. Room and board accommodations
6. Application date(s), address, etc.
7. Program description

ORGANIZATIONAL MANAGEMENT
AND
INTERPERSONAL RELATIONS

1. AN INVITATIONAL CONFERENCE ON THE FUTURE OF AMERICAN COLLEGE AND UNIVERSITY ADMINISTRATORS

2. American Association of University Administrators

3. Undecided.
4.
&
5.

6. For further information, contact Dr. James Ryan, Chairman, Professional Development Committee, State University of New York at Buffalo, Buffalo, New York 14214. Phone (716) 831-5131.

7. A three to four day working conference to review the roles of college and university administration and the alternatives of management as it deals with its various constituencies. Major papers would be given by recognized authorities in higher education; participants will have the opportunity to interact with them through coordinated task forces that will generate position papers on each major issue. The outcomes, compiled in book form as the proceedings of the conference, will serve as the basis for training sessions on a regional basis sponsored by the association.

1. NATIONAL CONFERENCE ON TRUSTEESHIP

2. Association of Governing Boards of Universities and Colleges

3. April 29-30 and May 1, 1973, San Francisco, California.

4. To be announced.

5. Rooms reserved at St. Francis Hotel -- range of rates.

6. Address inquiries to Association of Governing Boards of Universities and Colleges, One Dupont Circle, N. W., Suite 720, Washington, D.C. 20036.

7. The theme of the conference will be "The Trustee and Public Expectations". Major speakers will include Honorable Elmer R. Anderson (Chairman, Board of Regents, University of Minnesota), Honorable Edith Green (Congresswoman from Oregon), and Clifton R. Wharton, Jr. (President, Michigan State University).

1. UBSA ANNUAL CONVENTION

2. Association of Independent Colleges and Schools
(Formerly, United Business Schools Association)

3. November 4-7, 1973, Sands Hotel, Las Vegas, Nevada.

4. $80 - Full registration (includes 2 lunches; 2 cocktail receptions; 1 banquet).

5. Rooms will be available at the Sands Hotel.

6. Apply to Mrs. Sue King, Comptroller, Association of Independent Colleges and Schools, 1730 M Street, N. W., Suite 401, Washington, D. C. 20036. Phone (202) 659-2460.

7. The Convention is geared for administrators of business schools. There will be business sessions, panel discussions and special seminars.

1. IEM - 1973

2. The Institute for Educational Management along with the Graduate Schools of Business and Education, Harvard University.

3. June 17 - July 27, 1973. Held annually for six weeks at the Harvard Business School Campus, Boston, Massachusetts.

4. Charge to participants, usually paid by the sponsoring institution, will be $1,650, the balance being funded by foundation support to IEM. Additional scholarship assistance available.

5. Room and board included in fee above. All participants must live on Harvard Business School campus.

6. Apply on IEM application form due March 15, 1973, to Paul W. Upson, Executive Secretary, The Institute for Educational Management, 4 Brattle Street, Cambridge, Massachusetts 02138. Phone (617) 547-1472.

7. Program will accommodate 120 participants in 2 sections, for college and university administrators at the management level - individuals whose responsibilities include those affecting institutional policy. Program participants represent the functional areas of academic administration, business management, student and governmental affairs, and financial development. A number of presidents, association representatives, and foreign participants are included. Broadly based management program largely conducted by case method with Harvard Business School faculty; supplemented by computer time, negotiation sessions, speakers, etc. Major subject areas: governance (organizational alternatives, mechanisms for resolving problems); government and community relations; long-range planning; labor relations (contracts, negotiations, grievances); personnel administration; fund raising; management information systems; control and budgeting; student financing; and organizational behavior (motivation, evaluation, communication, leadership).

1. SEMINAR ON THE MANAGEMENT OF CHANGE AND VALUE DIFFERENCES

2. Institute for Fundamental Innovation

3. Dates and locations as requested.

4. $400 a day for up to eight participants.

5. Locations as requested.

6. Interested persons and institutions should contact Victor C. Gideon, President, Institute for Fundamental Innovation, Hobart Road, R.R. #1, Auburn, Maine 04210. Phone (207) 783-2349.

7. Based on the premise that changing environmental conditions demand the rapid development of new patterns of behavior and new patterns of organizational structure, transition management is a methodology of systems intervention to facilitate the development of behavior patterns more responsive to changing environments. Designed for top managers and administrators, each seminar is restricted to approximately eight participants. The basic principles and concepts of transition management are introduced and explored in terms of direct application to problems presently facing the participants. Topics include: levels of existence and management styles; trust relationships in organizational structures; dynamic systems behavior; creative turbulence and supportive confrontation; value conflicts and value differences; and pattern recognition.

1. MANAGEMENT SEMINARS IN ADMISSIONS

2. Johnson Associates in cooperation with individual colleges, consortia or organizations

3. By mutual planning and consent based on request of groups or colleges.

4. $1,000 per day (minimum 2 days) plus expenses of Johnson Associates staff and speakers.

5. At convenient airport motel locations or on a campus.

6. Planned at least 4-6 weeks in advance. Write to: Johnson Associates, 1301 W. 22nd Street, Oak Brook, Illinois 60521.

7. Two and three day sessions for individual colleges or groups of colleges. Must include president and key administrators. Johnson Associates staff and selected leaders chair the sessions--"A focus on problem solving and audience involvement, not papers or speeches". Topics include: (1) role of admissions for entire college management, (2) personnel and programs, (3) publications and communications, (4) video taping of individuals in role playing situations, and (5) requests of participants in selected areas.

1. SEMINAR FOR COLLEGE AND UNIVERSITY LEADERS IN CONTINUING EDUCATION

2. Michigan State University

3. October 15-17, 1973, East Lansing, Michigan.

4. Approximately $100, including some served meals.

5. Accommodations available at Kellogg Center for Continuing Education, Michigan State University.

6. Apply to Mr. Edward Farmer, Consultant, 24 Kellogg Center, Office of Conferences and Institutes, Michigan State University, East Lansing, Michigan 48823. Phone (517) 355-4557.

7. The program is designed to consider Continuing Education problems and developments in colleges and universities.

1. EDUCATIONAL MANAGEMENT FOR ACCOUNTABILITY

2. National Education Program Associates, Inc.

3. Time and place to be determined with client school.

4. $100 per attendee, per day, minimum 10 attendees for 2 days. Cost of consultants, all materials and follow-up information service for 6 months.

5. Room and board arrangements depend upon location. If outside location, at most reasonable rates available, according to client specifications.

6. For information contact Mr. Raymond D. Lenoue, Vice President, NEPA, 30 Brooks Road, New Canaan, Connecticut 06840. Phone (203) 966-8703/4. Program available within 3 weeks of application.

7. Lectures, discussions, practice sessions on the concepts of management and accountability in education. Topics include: Management by Objectives; PPBS; System Approach to Planning; Management Information Systems; Needs Assessment, and Performance Evaluation. Faculty depends on date and length of program required, but might include: Dr. Leon Lessinger, Dean, School of Education, University of South Carolina, Dr. Roger Kaufman, U.S. International University; Dr. Edward Welling, President, NEPA; and others from private and public sectors.

1. KEY ADMINISTRATORS CONFERENCE

2. NTL Institute for Applied Behavioral Science

3. January 21 - 27, 1973, Kings Bay Yacht and Country Club, Miami, Florida; April 1 - 7, 1973, Kings Bay Yacht and Country Club, Miami, Florida; July 22 - 28, 1973, Aspen Alps, Aspen, Colorado; November 11 - 17, 1973, Kings Bay Yacht and Country Club, Miami, Florida.

4. $500 - tuition and registration.

5. Accommodation approximately $300 at all sites. To be paid to hotel.

6. Brochure sent on request. Contact Information Services, NTL Institute, 1201 Sixteenth Street, N. W., Washington, D.C. 20036. Phone (202) 833-4341. Application form to be completed and returned to Admissions Department one month in advance of program, if possible. (Cable reservations accepted.)

7. For presidents, vice presidents and general managers. Conference goals: effective coordination of parts and systems is crucial to executive process and determines how well manager is able to do his job. Program focus is on communications, teamwork, conflict management, as well as on individual growth, management style. Executives share insights into common problems, analyze application of new skills and concepts to growth and health of their organizations.

1. MANAGEMENT WORK CONFERENCE IN INTERPERSONAL COMPETENCE, PHASE I

2. NTL Institute for Applied Behavioral Science

3. January 28 - February 3, 1973, Four Ambassadors Hotel, Miami, Florida; March 18 - 24, 1973, Highland Inn, Carmel, California; April 29 - May 5, 1973, Hotel Hershey, Hershey, Pennsylvania; June 17 - 23, 1973, Aspen Alps, Aspen, Colorado; August 12 - 18, 1973, Midwest location; October 14 - 20, 1973, Hershey, Pennsylvania.

4. Tuition and registration - $325.

5. Accommodations approximately $175 at all sites. To be paid to hotel.

6. Brochure sent on request. Contact Information Services, NTL Institute, 1201 Sixteenth Street, N.W., Washington, D.C. 20036. Phone (202) 833-4341. Application form to be completed and returned to Admissions Department one month in advance of program, if possible. (Cable reservations accepted.)

7. Phase I: For middle management and administrators. Conference Goals: To help managers of line operations, division heads, administrators with time-consuming problems related to human side of job completion. Role images, others' reactions are examined; skills are gained which help managers in their working relationships and make them more aware of developing staff situations. Laboratory setting provides practice in communication and collaboration techniques, changes and growth procedures of working team.

1. MANAGEMENT WORK CONFERENCE IN INTERPERSONAL COMPETENCE, PHASE II

2. NTL Institute of Applied Behavioral Science

3. June 17 - 23, 1973, location to be announced.

4. Tuition and registration -- six days - $350; two days - $200.

5. Accommodations approximately -- six days - $174; two days - $100. To be paid to hotel.

6. Brochure sent on request. Contact Information Services, NTL Institute, 1201 Sixteenth Street, N.W., Washington, D.C. 20036. Phone (202) 833-4341. Application form to be completed and returned to Admissions Department one month in advance of program, if possible. (Cable reservations accepted.)

7. For managers and executives who have attended a Management Work Conference, Key Executive or Administrators Conference, or Human Interaction Laboratory. A series of special focus workshops deal with specific issues; participants may select one of the following: Group and Meeting Skills for Managers; Managing through People; Conference Management and Design; Career Development Planning; Organizational Planning.

1. PRESIDENTS' CONFERENCE ON HUMAN BEHAVIOR

2. NTL Institute for Applied Behavioral Science

3. January 28 - February 3, 1973, La Coquille Club, Palm Beach, Florida; April 8 - 14, 1973, La Coquille Club, Palm Beach, Florida; November 11 - 17, 1973, Cotton Bay Club, Eleuthera, Bahamas.

4. Chief executive tuition -- $1,000 plus registration fee of $50. Chief executive and wife's attendance at Wives Conference tuition -- $1,500, plus registration fee of $ 50.

5. Accommodations - single approximately $350; double approximately $460. Payable directly to the facility.

6. Attendance is by personal invitation only. For further information write to Dr. W. Warner Burke, Center for System Development, NTL Institute, 1201 Sixteenth Street, N.W., Washington, D.C. 20036. Phone (202) 833-4350.

7. Conference goal: To improve the effectiveness of the chief executive in diagnosing and solving human problems of organizations, and to increase his ability to understand the behavior of others, his own motives, and the impact of his own behavior on others. Organizational development is covered within the context of the program and as the primary means of following through on the learning.

1. EXECUTIVE MANAGEMENT PROGRAMS

2. The Pennsylvania State University

3. June 24-July 20, 1973 and July 29-August 24, 1973, at University Park, Pennsylvania.

4. & 5. $1,800 includes tuition, cost of materials, room and board. Accommodations at the Beta Theta Pi Fraternity House, University Park Campus.

6. Apply by May 1, 1973 to Mr. Ray Watson, Director of Executive Programs, College of Business Administration, 124 Boucke Building, The Pennsylvania State University, University Park, Pennsylvania 16802. Phone (814) 865-3435.

7. For 40 managers and executives from all fields and professions in upper middle management, 35 years old and over, with eight years of business experience. Through lectures, case method, role playing, simulations, and small group work, this course will enable them to focus on determination of company policies and the implementation of policy decisions through strategic planning. Emphasis is on practical application of broad management principles to solution of company problems. Major areas include top management and its responsibility; policy formulation; human relations; decision-making processes; marketing strategy; internationalization of business; financial planning and control; economic prospects; information systems; and organization development and integration of forces, factors and functions.

1. MANAGERIAL GRID SEMINARS

2. Scientific Methods, Ind.

3. 1973 Seminars offered as follows:

January 7-12, 1973	Lake Geneva, Wisconsin
February 4-9, 1973	Hunt Valley, Maryland
March 11-16, 1973	San Antonio, Texas
March 18-23, 1973	Palm Springs, California
April 8-13, 1973	Morristown, New Jersey
April 29-May 4, 1973	Scarborough, Ontario
May 20-25, 1973	Glens Falls, New York
June 10-15, 1973	Lake Geneva, Wisconsin
July 15-20, 1973	Morristown, New Jersey
July 29-August 3, 1973	Berkeley, California
August 19-24, 1973	Oshkosh, Wisconsin
September 16-21, 1973	Glens Falls, New York
September 30-October 5, 1973	Palm Springs, California
October 21-26, 1973	Morristown, New Jersey
November 11-16, 1973	Lake Geneva, Wisconsin
December 2-7, 1973	Hunt Valley, Maryland

4. $400 in United States and Canada

5. Travel and living expenses extra.

6. For information contact Scientific Methods, Inc., P. O. Box 195, Austin, Texas 78767. Phone (512) 477-5781.

7. Managerial Grid Seminars are for line and staff executives representing higher and middle levels of management. Participants attend from a wide range of businesses, from federal, state, and local governments and from service organizations. Grid Seminars help managers to learn theories, to develop competence in identifying sound solutions for production/people problems, and to acquire leadership proficiency. Seminar learning objectives include understanding one's impact on others, developing team skills, improving one's competence as a member of one group that must work with another, and analyzing the culture of one's team and organization.

1. PRESIDENTIAL GRID SEMINARS

2. Scientific Methods, Inc.

3. February 4-9, 1973, Ponte Vedra Beach, Florida; May 6-11, 1973, Lake Geneva, Wisconsin; September 23-28, 1973, Lake Geneva, Wisconsin; November 11-16, 1973, Carefree, Arizona.

4. $600 covers seminar costs.

5. Travel and living expenses extra.

6. For information contact Scientific Methods, Inc., P.O. Box 195, Austin Texas 78767. Phone (512) 477-5781.

7. Presidential Grid Seminars are for line and staff executives representing higher levels of management. Participants attend from a wide range of businesses, from federal, state, and local governments and from service organizations. Grid seminars help managers to learn theories, to develop competence in identifying sound solutions for production/people problems, and to acquire leadership proficiency. Seminar learning objectives include understanding one's impact on others, developing team skills, improving one's competence as a member of one group that must work with another, and analyzing the culture of one's team and organization.

1. SEMINAR IN HIGHER EDUCATION I
(2 credit hours or may be taken as audit)

2. Southern Illinois University at Carbondale, Carbondale, Illinois 63901

3. Summer 1973 - Carbondale, Illinois
See schedule below.

4. Illinois Resident - $56.00 (5 credit hours maximum);
Out-of-state $151.00 (5 credit hours maximum).

5. University Housing - $2.00 per night.

6. Apply by June 4, 1973 to Chairman John E. King, Southern Illinois University at Carbondale, Carbondale, Illinois 62901.

7. Seminar I in Higher Education
(A series of 2 credit hour seminars on various topics)

June 4-15	Business and Fiscal Administration, Adult and Continuing Education, Technical Institute
June 18-29	Academic and Faulty Administration (Emphasis on Academic Advisement)
June 18-July 13	Junior College Administration
July 5-18	Problems in Central Administration
July 16 - August 10	Adult and Continuing Education
July 28 - August 10	Student Personnel Group Work (2 year and 4 year college)

Note: Several full summer courses available. Inquire Department of Higher Education.

1. SEMINAR IN HIGHER EDUCATION II
(3 credit hours or may be taken as audit)

2. Southern Illinois University at Carbondale, Carbondale, Illinois 62901

3. Summer 1973 - Carbondale, Illinois
See schedule below.

4. Illinois Resident - $56.00 (5 credit hours maximum);
Out-of-state - $151.00 (5 credit hours maximum).

5. University Housing - $2.00 per night.

6. Apply by June 4, 1973, to Chairman John E. King, Department of Higher Education, Southern Illinois University at Carbondale, Carbondale, Illinois 62901.

7. Seminar II in Higher Education (A series of 3 credit hour seminars on various topics)

June 4-15 The Federal Government in Higher Education (Governmental Agencies)

July 16 - August 10 The Federal Government in Higher Education, Law, Legislature, and Higher Education

Note: Several full summer courses available.
Inquire Department of Higher Education.

1. NORMATIVE SYSTEMS LEADERSHIP SEMINAR IN HIGHER EDUCATION

2. SRI Human Resources Institute

3. May 7-11, 1973, Morristown, New Jersey.

4. $425 for tuition and materials.

5. Accommodations are $35 per day per participant.

6. Apply prior to February 1, 1973, to SRI Human Resources Institute, Tempe Wick Road, Morristown, New Jersey 07960. Phone (201) 267-1496.

7. The program introduces key college and university leaders to the Normative Systems approach to management and organizational development. This approach which has been used widely both in the United States and Europe stresses the identification, development, and maintenance of learning environments designed to achieve educational and organizational effectiveness. Registration is limited to 30 participants and teams from particular institutions will be given priority.

FINANCE AND BUDGET

1. NATIONAL RISK MANAGEMENT CONFERENCE

2. American Society of Insurance Management, Inc.

3. April 8-13, 1973; Atlanta, Georgia; April 28-May 3, 1974, Toronto, Canada; April 20-25, 1975, Dallas, Texas.

4. $75 member; $90 non-member - Employee benefits only; $150 member; $175 non-member - full five days.

5. $27 single, $35 double - Regency Hyatt House - Atlanta; $26 single, $32 double - Stouffers Atlanta Inn - Atlanta; $23 single, $29 double - Sheraton Biltmore - Atlanta.

6. Applications may be obtained from American Society of Insurance Management, Inc., 500 Fifth Avenue, New York, New York 10036. Late fee if filed after March 2, 1973.

7. Many general sessions, workshop type sessions, industry sessions.

1. THE 1973 COLLEGE AND UNIVERSITY AUDITOR'S CONFERENCE

2. Association of College and University Auditors

3. October 2-4, 1973, Honolulu, Hawaii. Held annually.

4. $50 (estimated) covers all program costs.

5. Cost of accommodations at the Ala Moana Hotel to be determined.

6. Apply on prescribed form due September 1, 1973 to Mr. Allen Yamada, Conference Host, University of Hawaii, Honolulu, Hawaii 96822.

7. For all internal auditors and other administrative personnel interested in auditing practices. Through speeches and workshops, participants explore auditing practices and techniques.

1. FIFTH ANNUAL CENTRAL ASSOCIATION OF COLLEGE AND BUSINESS OFFICERS PROFESSIONAL DEVELOPMENT WORKSHOP

2. Central Association of College and University Business Officers

3. February 18-20, 1973, Stouffer's Riverfront Inn, St. Louis, Missouri.

4. $75 registration fee includes cost of instruction and materials, dinner on February 18, lunch on February 19 and lunch on February 20.

5. Rates for lodging at Stouffer's are $18.10 for a single room and $22.10 for a double room.

6. Central Association of College and University Business Officers Professional Development Workshop, Office of Special Events, P.O. Box 8005, St. Louis University, St. Louis, Missouri 63108.

7. Topics covered are: Affirmative Action, AICPA Audit Guide, Revision of CUBA Manual, Budgeting, Educational Management, Cost Reduction, Concepts of Computers, Internal Control, Long Range Planning, OSHA, Management Reporting, Human Relations and WICHE. Instructors include two College Presidents, five Ph.D's, three CPA's, and other nationally known professionals in the college and university field.

1. FINANCIAL AID COMPUTATION SCHOOLS

2. College Entrance Examination Board, New England Regional Office.

3. Ordinarily six to eight of these one-day Schools are offered in November and December. 1973 dates are not yet set.

4. Ordinarily a fee of about $6 covers costs of instruction and instructional materials.

5. Participants usually make their own arrangements for meals and lodging.

6. Interested persons should address inquiries to Mr. Arthur Doyle, New England Regional Office, College Entrance Examination Board, 470 Totten Pond Road, Waltham, Massachusetts 02154. Phone (617) 890-9150.

7. The program at these schools ordinarily includes Need Analysis, Case Studies in Need Analysis, Packaging of Awards, Office Procedures and Administration, and Coordination with Other Campus Offices. Faculties are drawn from the College Board staff and from the ranks of experienced financial aid officers from colleges which are members of the Board and the College Scholarship Service Assembly.

1. INSTITUTE FOR COLLEGE DEVELOPMENT

2. The Danforth Foundation

3. Spring workshop (five days) - late March or early April;
   Fall workshop (five days) - late October or early November.

4. The Danforth Foundation will cover expenses for travel and hospitality.

5. The Danforth Foundation will cover costs for room and board.

6. Participation by invitation. Each year the Foundation selects one or more geographic regions for concentration in issuing invitations. Inquiries should be sent to Dr. W. David Zimmerman, Director, Institute for College Development, The Danforth Foundation, 222 S. Central Ave., St. Louis, Missouri 63105.

7. In 1972 the Foundation established the Institute for College Development for a three-year period, a program which was conducted on a pilot basis in 1969-70. In continuing the Institute the Foundation seeks to assist a number of private colleges of limited resources by providing them the opportunity to relate educational reform to fiscal operation through planning and program development, with the aim of encouraging long-term institutional survival and development. The emphasis is upon the linkage -- the inter-relatedness -- between educational programs and fiscal matters. To implement its purpose the Institute provides a four-fold strategy: 1) Use of a diagnostic check list to assist the participating colleges in determining important areas related to their own significant survival; 2) A fall workshop bringing together five-member teams from the colleges; 3) On-campus study of the element(s) selected with the assistance of a consultant; 4) A spring workshop focusing on intensive team study with the further assistance of consultants, the sharing of plans and progress with the other participating colleges, and specific attention to the implementation of plans.

1. 1973 WORKSHOPS ON INTRODUCTION TO FUND ACCOUNTING

2. National Association of College and University Business Officers (NACUBO)

3. March 4-6, 1973, San Francisco, California; March 25-27, 1973, Minneapolis, Minnesota; April 8-10, 1973, Boston, Massachusetts.

4. Representatives of NACUBO Member Institutions - $85 per participant; Others - $105 per participant. Fee includes one dinner, two luncheons, coffee breaks, and Laboratory Manual. Participants wishing to purchase a copy of Accounting for Colleges and Universities should include an additional $12 per copy with the registration fee.

5. Participants are requested to make their own hotel reservations directly with the hotel, specifying attendance at the NACUBO Workshop to receive the following special rates: San Francisco Hilton Inn, International Airport, San Francisco, California 94128 (415) 589-0770, single-$17, double-$23; Radisson Hotel, 45 South 7th Street, Minneapolis, Minnesota 55402 (612) 333-2181, single-$17, double-$20.50; Parker House Hotel, 60 School Street, Boston, Massachusetts 02107 (617) 227-8600, single $20-$24, double $26-$30.

6. Apply to Workshops on Introduction to Fund Accounting, NACUBO, Suite 510, One Dupont Circle, Washington, D. C. 20036. Phone (202) 296-2346.

7. The Workshops are intended for the person with limited fund accounting experience and are not intended for the individual who is already involved in the complexity of fund accounting at an advanced level. The Workshops should be valuable for individuals with diverse responsibility in small institutions as well as those with limited responsibility in larger institutions. The Workshops are designed to instruct participants in the basic concepts and philosophy of fund accounting and its application to financial transactions of educational institutions. The Workshop program will review principles and philosophy, with a major emphasis on understanding techniques and practices of fund accounting, and will include lectures and laboratory sessions devoted to specific areas.

1. 1973 WORKSHOPS ON THE TEAM APPROACH TO PLANNING AND BUDGETING IN SMALL COLLEGES

2. National Association of College and University Business Officers (NACUBO)

3. February 25-27, 1973, New Orleans, Louisiana; April 12-14, 1973, Chicago, Illinois.

4. The fee schedule per institution is: $125 for one business officer, $250 for two business officers; $125 for one business officer and one non-business administrator. Fee covers coffee breaks, one lunch and one copy of materials.

5. Participants are requested to make their own hotel reservations directly with the hotel, specifying attendance at the NACUBO Workshop, to receive the following rates: Monteleone, 214 Royal Street, New Orleans, Louisiana 70140 (504) 523-3341, Single-$22, double-$28; O'Hare Inn, Mannheim and Higgins Road, Des Plaines, Illinois (312) 827-5131, Single-$24, double-$30.

6. Apply to Workshops on Planning and Budgeting, NACUBO, Suite 510, One Dupont Circle, Washington, D.C. 20036. Phone (202) 296-2346.

7. The Workshops are designed for small college business officers and academic officers involved in the planning process. The case study and lecture materials will cover such items as comprehensive institutional planning, planning and budgeting calendars and schedules, budget preparation, analytical techniques, political dynamics of planning and budgeting, and creative planning -- Delphi techniques.

   Text: Section II on Planning, Budgeting, and Accounting of A College Operating Manual; and institutional case study including actual institutional experiences of colleges having already implemented the planning and budgeting policies and techniques presented in the Manual.

1. EDUCATIONAL BROADCASTING INSTITUTE:
FUNDAMENTALS OF FINANCE AND ACCOUNTING
FOR NON-FINANCIAL MANAGERS

2. National Association of Educational Broadcasters

3. February 11 - 14, 1973, Washington, D.C.

4. $150 covers tuition plus luncheons. Minority scholarships available.

5. Accommodations to be arranged separately by participants.

6. Apply to NAEB, 1346 Connecticut Avenue, N.W., Washington, D.C. 20036. Phone (202) 785-1100.

7. A course, developed by the American Management Association and adapted by NAEB, which gives executives improved operating skills in such important management areas as: generally accepted accounting practices, financial statement analysis, planning for financial needs, cash management, managerial accounting, cost behavior and flexible budgeting, marketing as financial planning technique, cost-benefit planning with budgetary controls, and investment forecasting.

1. ANNUAL MEETING AND PRODUCT EXHIBIT

2. National Association of Educational Buyers

3. May 7-10, 1973, Las Vegas, Nevada.

4. $50 (approximately) - Registration.

5. Sahara Hotel, $19-$28 for either single or double occupancy.

6. Apply to National Association of Educational Buyers, 111 Cantiague Rock Road, Westbury, New York 11590. Phone (516) 681-8010.

7. Workshops and product exhibits for administrators involved in procurement for educational institutions.

1. INSTITUTE ON FURNITURE PROCUREMENT

2. National Association of Educational Buyers

3. March 5-8, 1973, Holiday Inn Downtown, Atlanta, Georgia

4. Tuition is $75 for representatives of NAEB members, and $100 for representatives of non-members.

5. Accommodations at the Holiday Inn Downtown, Single-$16; Double-$22.

6. For application blanks write to The National Association of Educational Buyers, 111 Cantiague Rock Road, Westbury, New York 11590. Phone (516) 681-8010.

7. Topics-- wood and wood construction, evaluation of wood-working plant (specifications), materials, upholstered construction, construction with metal, vendor selection, decoration and design, planning, evaluation and testing, taking bids, residence halls furniture, office furniture, taking delivery, quality wood furniture, floor coverings, special purpose areas, hospital and laboratory furniture. Faculty--Robert E. Durland, Buyer, Massachusetts Institute of Technology; E. Don Harmer, Material Manager, University of California, Santa Barbara; Richard D. Struthers, Director of Purchases, Governors State University.

1. BASIC COURSE ON THE NEGOTIATION AND ADMINISTRATION OF FEDERAL GRANTS AND CONTRACTS

2. National Graduate University

3. February 26-March 2, 1973, New Orleans, Louisiana; April 25-29, 1973, Washington, D.C.; May 21-25, 1973, Chicago, Illinois; August 6-10, 1973, Denver, Colorado; August 13-17, 1973, San Francisco, California; October 15-19, 1973, Washington, D.C.; December 3-7, 1973, Palm Beach, Florida.

4. & 5. Fees are usually $395.00 and include tuition, housing, coffee, informal hour, and course materials including the book Grants Administration, which was published by National Graduate University.

6. Apply to National Graduate University, 3408 Wisconsin Avenue, N. W., Washington, D. C. 20016. Phone (202) 966-5100. Priority for the limited space according to date the application is received.

7. In offering these five-day courses, National Graduate University has as its general objective the achievement of greater productivity for expenditures of tax funds through education of administrators in local, state, and federal governments, in education institutions and in nonprofit research organizations. Specifically, it is to help prepare those new in the field of grants and contracts for successful participation and to provide an updated review of latest developments for the benefit of more experienced personnel. The course is under direction of Dr. Jean K. Boek, Director of Special Studies, with a number of instructors including Dr. William Willner, Professor, NGU, who formerly was Chief of the Research Grants and Contracts Division of the NASA Procurement Office, and Chief, Negotiation Award and Administration of the NASA Office of Grants and Research Contracts. Authorities from granting agencies of the Federal Government participate.

1. INSTITUTE ON FEDERALLY SPONSORED GRANTS AND CONTRACTS FOR EDUCATIONAL INSTITUTIONS AND NONPROFIT ORGANIZATIONS

2. National Graduate University

3. March 6-7 and September 25-26, 1973, Washington, D.C.

4. $125 for registration, conference materials, coffee, lunches and pre-meeting informal evening session. The book Grants Administration published by National Graduate University is available with the registration for $12.00.

5. Cost of a room at a Washington hotel is expected to be about $20.00.

6. Apply to National Graduate University, 3408 Wisconsin Avenue, N.W., Washington, D.C. 20016. Phone (202) 966-5100.

7. With continual increase in the pressure on limited national resources, it is imperative that management and use of federal funds be as efficacious and efficient as possible. The objective of these informative institutes is to assist administrators in their day-to-day tasks of managing federally sponsored programs. Well informed authorities, closely involved in directing federal programs give policy statements and respond to questions about such things as opportunities for federal support for research, training, staffing, construction, and rehabilitation; how funds may be applied for; cost principles and budget negotiation; model grant-management programs; legal aspects of grant administration; and auditing procedures.

1. COLLEGE BUSINESS MANAGEMENT INSTITUTE

2. The University of Kentucky Office of Business Affairs, the College of Business and Economics, and the Southern Association of College and University Business Officers.

3. July 29-August 3, 1973, at the University of Kentucky.

4. $100 covers program costs plus opening smorgasbord and final banquet. Limited scholarships available.

5. Double rooms in the Housing Complex -- $5 per person per night. Single rooms on request -- $7 per night. Individuals who wish to live in local motels should make arrangements and reservations early.

6. Apply to A. Paul Nestor, Coordinator, College Business Management Institute, Administration Building, University of Kentucky, Lexington, Kentucky 40506. Phone (606) 258-8301.

7. A course of study open to all business office personnel and other interested persons, the Institute is composed of three sessions of study to be taken in consecutive order, one week each summer. Each week of study is devoted to 27 hours of lectures, seminars, discussions and conferences. Those attending for the first time take Group I sessions - Basic Lectures, Dining and Housing Operations, Fundamentals of Fund Accounting, Personnel Administration, Physical Plant Operations, Purchasing Policies and Procedures. Sessions in Groups II and III include Role of Chief Business Officer and Organizational Structure, Financial Affairs and Treasury, Personnel Administration and Staff Relations, Auxiliary and Business Services, Data Processing, Physical Plant, Public Safety, Auditing, Planning and others.

1. THE ANNUAL WACUBO WORKSHOP

2. The Western Association of College and University Business Officers (WACUBO).

3. August 12-19, 1973, at the University of California, Santa Barbara, California.

4. $150 covers registration, materials, 15 meals (including
& 2 banquets) and 5 nights double-room lodging at Santa
5. Barbara Campus Residence Halls.

6. Send application between April 1 and August 15, 1973, to Robert L. Carr, Director, WACUBO Workshop - Business Office, University of California, Santa Barbara, California 93106. Phone (805) 961-2578. A deposit of $25 is required.

7. The Workshop is a three-year program, with each year offered concurrently. The First and Second Year classes are designed for college and university staff employees engaged in business-related functions. The curriculum includes courses on Accounting, Budget Management, Purchasing, Physical Plant Management, Administrative Principles, Labor Relations, Law, Auxiliary Enterprises, Information Systems, Management Principles, Government Relations, and Group Seminars. A Certificate of Completion is issued upon completion of the Second Year Program.

   The Third Year is an advanced program designed for administrators in middle and upper management positions. A variety of current topics and problems are explored in depth by means of the case study method. A Certificate of Completion is also awarded for the completion of the Advanced Course.

   The faculty represents leading professional administrators in the field of higher education administration from throughout the United States.

DEVELOPMENT AND FUND RAISING

1. CONFERENCE ON CORPORATE AND FOUNDATION SUPPORT

2. American Alumni Council

3. April 15-18, 1973, Americana Hotel, New York City.

4. $100 covers registration and materials.

5. Lodging arranged by participants through the hotel.

6. Apply to American Alumni Council, Suite 530, One Dupont Circle, Washington, D.C. 20036. Phone (202) 223-9505.

7. Program topics will include the general cultivation of corporations and foundations, building business and industry prospects, and preparing proposals.

1. CONFERENCE ON DEFERRED GIVING

2. American Alumni Council

3. March 18-21, 1973, Drake Hotel, Chicago, Illinois

4. $100 covers registration and all materials.

5. Lodging arranged by participants through the hotel.

6. Apply to American Alumni Council, Suite 530, One Dupont Circle, Washington, D.C. 20036. Phone (202) 223-9505.

7. The program will cover all aspects of deferred giving -- tax aspects of charitable gifts, and how to institute such a program at an educational institution.

1. CONFERENCE ON THE CAPITAL CAMPAIGN

2. American Alumni Council

3. March 11-14, 1973, Key Bridge Marriott Hotel, Washington, D.C.

4. $100 covers registration and all materials.

5. Lodging arranged by participants through the hotel.

6. Apply to American Alumni Council, Suite 530, One Dupont Circle, Washington, D.C. 20036.

7. The program will cover all aspects of the capital campaign for educational institutions.

1. CONFERENCE ON THE LEADERSHIP VOLUNTEER

2. American Alumni Council

3. February 11-13, 1973, Key Bridge Marriott Hotel, Washington, D.C.

4. Fees to be determined.

5. Lodging arranged by participants through the hotel.

6. Apply to American Alumni Council, Suite 530, One Dupont Circle, Washington, D.C. 20036.

7. A conference for the leadership volunteer -- the trustee, alumni board member, chapter president, and other key alumni volunteers of educational institutions. Identifying, recruiting, and motivating the leadership volunteer.

1. CONFERENCE ON THE NEW ALUMNUS

2. American Alumni Council

3. April 15-18, 1973, Americana Hotel, New York City.

4. $100 covers registration and all materials.

5. Lodging arranged by participants through hotel.

6. Apply to American Alumni Council, Suite 530, One Dupont Circle, Washington, D. C. 20036.

7. Special programs of particular interest to the new alumna/alumnus: what motivates the recent graduate and now to enlist support for his/her alma mater.

1. MEGA/MEDIA FESTIVALS

2. American Alumni Council

3. May 21-23, 1973, Mayflower Hotel, Washington, D.C.;
   May 29-30, 1973, Miyako Hotel, San Francisco, California.

4. Fees to be determined.

5. Lodging arranged by participants through the hotel.

6. Apply to American Alumni Council, Suite 530, One Dupont Circle, N.C., Washington, D.C. 20036.

7. Demonstrations of various media and their applications for educational institutions.

1. NATIONAL CONFERENCE

2. American Alumni Council

3. July 8-12, 1973; The Bayshore Inn, Vancouver, British Columbia, Canada.

4. Fees to be determined.

5. Lodging arranged by participants through the hotel.

6. Apply to American Alumni Council, Suite 530, One Dupont Circle, Washington, D.C. 20036.

7. The annual meeting of the American Alumni Council includes sessions devoted to higher education in general and aspects of alumni work in particular.

1. 1973 ACPRA SUMMER ACADEMY

2. American College Public Relations Association (ACPRA)

3. August 5-10, 1973, Center for Continuing Education, University of Notre Dame, South Bend, Indiana. Held annually.

4. $360 for ACPRA members; $410 for nonmembers. Fee covers
& all materials, five nights' lodging, lunches and dinners.
5. $50 deposit must accompany application -- balance of fee due before August 5, 1973.

6. Apply on prescribed form prior to July 1, 1973 to ACPRA Summer Academy, One Dupont Circle, N.W., Suite 600, Washington, D.C. 20036. Phone (202) 293-6360.

7. Curriculum includes general lectures and case studies in plenary sessions, i.e., Assessment of Higher Education Today; Practical Applications of Communication Theory; Small College and Large University Advancement Programs; Management Framework; External and Internal Elements; Effective Executive; Public Relations; Internal and External Communication Program; Planning and Evaluating PR Activities; Development; Elements of Development Programs in Future Financing of Higher Education; Seeking Major Gifts -- Research, Proposal Format, Content, and Presentation; Planning and Evaluating Development Activities. The seven member team faculty is selected from the educational field and are seasoned practitioners and academic experts.

1. THE BRAKELEY/JPJ COMPUTER-IN-PHILANTHROPY-CONFERENCE

2. Brakeley, John Price Jones Inc.

3. Annually.

4. $185.00 - for two-day courses including workshops and manual.

5. Varies upon location.

6. Write to Brakeley, John Price Jones Inc., Attention: Adrian B. Cockerill, Jr., Vice President, 6 East 43rd Street, New York New York 10017.

7. The general program covers the application of computer technology to various broad aspects of fund raising. Workshops (discussion groups) cover specific problems of educational, health and welfare organizations, and hospitals. Program speakers and panelists are drawn from a variety of organizations employing computers in various capacities including fund raising and development.

1. DONOR FINANCIAL PLANNING SEMINARS

2. Brakeley, John Price Jones Inc.

3. At the request of institutions or professional groups.

4. Lecturer's fee $500 per diem.

5. As determined by sponsoring group.

6. Write to Brakeley, John Price Jones Inc., Attention: Adrian B. Cockerill, Jr., Vice President, 6 East 43rd Street, New York, New York 10017.

7. Seminars designed to orient development officers to the use of estate planning in fund raising. Covers estate analysis, will drafting and review, estate planning aspects of charitable giving, management of planned giving programs, prospect file administration, promotional techniques, functions and management of Trusts and Legacies Committees.

1. PLANNED GIFTS TRAINING PROGRAM

2. Kennedy Sinclaire, Inc.

3. January 21-26, 1973; June 10-15, 1973; September 9-14, 1973. All at Kennedy Sinclaire Training Center, Wayne, New Jersey.

4. $1,800 covers pre-class basic correspondence course, 5-day resident seminar in Wayne, New Jersey, sales manual and one set 35mm slides illustrating various gift plans, and the Annual Planned Gifts Workshop.

5. Lodging at nearby motel approximately $25 per day for room and meals.

6. Apply to Kennedy Sinclaire, Inc., 524 Hamburg Turnpike, Wayne, New Jersey 07470, Attention: Mr. Raymond L. Killeen, Vice President. Phone (201) 345-2000.

7. Participant required to complete basic correspondence course prior to attendance at week-long seminar. Curriculum includes fundamentals of estate, gift, and income taxation affecting gifts and bequests. Equal emphasis given to sales techniques for obtaining a charitable gift. Planned Gifts Sales Manual illustrates through charts and tables various methods of giving, with emphasis on tax advantages. Most up-to-date communications methods, including video monitoring system, help participants perfect "simulated" presentations to prospective donors, critiqued by Kennedy Sinclaire faculty.

1. 16th NATIONAL CONFERENCE ON PHILANTHROPY

2. National Council on Philanthropy.

3. October 22-23-24, 1973, Detroit-Hilton Hotel, Detroit, Michigan.

4. Approximately $135 registration, $120 advance.

5. Rooms paid by registrants - most meals included in registration.

6. Apply to: National Council on Philanthropy, 690 Union Commerce Building, Cleveland, Ohio 44115.

7. The Council was created "for the cooperative study of contribution problems and procedures," and is open to executives of corporations, foundations, and organizations and institutions in the fields of education, health, welfare, religion and the arts, etc. The participants will address themselves to basic matters of policy, including philanthropy and the national interest; tax incentives; the church and philanthropy; the social responsibility of business; philanthropy in the field of ecology; the support of minority causes; the funding of scientific research; the administration of philanthropy; and the response to attacks on voluntary support.

1. NATIONAL PLANNED GIVING INSTITUTE

2. Robert F. Sharpe and Company, Inc.

3. All held in Memphis, Tennessee: January 22-24, 1973; January 24-26, 1973; April 16-18, 1973; April 18-20, 1973; October 8-10, 1973; and October 10-12, 1973.

4. $235 per seminar; $1,000 for all six seminars, payable in advance.

5. Sheraton-Peabody Hotel, 149 Union Avenue, Memphis, Tennessee.

6. Registration required 10 days prior to the time seminar commences.

7. All six of these seminars complete a comprehensive program for the charitable institution's officer who will become a student in the deferred giving field. Titles of seminars (in same order as dates above): Charitable Estate Planning; Charitable Estate Planning (Advanced); Giving Through Charitable Remainder Trusts, Gift Annuity Contracts, Wills and Securities; Direct Mail Fund Raising and Public Relations; Charitable Giving Through Life Insurance, Unitrusts, Annuity Trusts, Life Income and Life Estate Contracts; and Foundations, Corporations, Annual and Memorial Gifts.

1. SEMINARS -- COFFEE CUP WORKSHOPS

2. Robert F. Sharpe & Co.

3. All in company offices, 5050 Poplar Avenue, Memphis, Tennessee: January 15-16, 1973; February 12-13, 1973; March 12-13, 1973; April 9-10, 1973; May 14-15, 1973; June 11-12, 1973; July 16-17, 1973; August 13-14, 1973; September 10-11, 1973; and October 15-16, 1973.

4. $150, all seminar materials included.

5. Holiday Inn Poplar East, 5679 Poplar and I-240, Memphis, Tennessee.

6. Registration required 10 days prior to the time seminar commences. For more information write Philip R. Converse, Vice President for Educational Services, Robert F. Sharpe & Co., White Station Tower, 5050 Poplar Avenue, Memphis, Tennessee 38117. Phone (910) 767-2330.

7. These workshops are informal study sessions for small groups, each dealing with just one subject, with the emphasis being on working together and finding answers to problems.

   These workshops are designed to delve into current problems in the field of deferred giving. Enrollment will be limited to 10 deferred gifts officers and other development personnel. Tax questions arising out of each workshop will be discussed as needed.

1. SALES GRID SEMINARS

2. Scientific Methods, Inc.

3. January 14-17, 1973, Lake Geneva, Wisconsin; March 18-21, 1973, Hunt Valley, Maryland; May 13-16, 1973, Lake Geneva, Wisconsin; July 15-18, 1973, Morristown, New Jersey; October 21-24, 1973, Morristown, New Jersey.

4. Tuition - $275.

5. Travel and living expenses extra.

6. For information contact Scientific Methods, Inc., P. O. Box 195, Austin, Texas 78767. Phone (512) 477-5781.

7. Sales Grid Seminars help participants see themselves and their customers in a new perspective. They learn how the sales interview is shaped by a salesman's thoughts, attitudes, emotions, and feelings. Particular emphasis is directed toward skill in understanding and dealing with various customer motivations, reactions and needs. Seminar learning objectives include: examining your own selling strategy and its impact on customers, learning the Sales Grid and Customer Grid-exploring advantages and disadvantages of each Sales Grid style, learning to plan and manage sales interviews better, and applying the learning back on the job.

1. GRANTSMANSHIP FOR EDUCATIONAL INSTITUTIONS

2. University Resources, Inc.

3. Monthly in New York City.

4. $240 covers texts, materials, lunches and private consultation.

5. Accommodations at the Essex House, New York City -- $30 per day average.

6. Apply on prescribed form to University Resources, Inc., Registrar, 160 Central Park South, New York, New York 10019. Phone (212) 765-1677.

7. Seminar limited to 15 registrants. Not a lecture. Workshop learning by doing. Participants explore problems, sources of funds, filing an application and program evaluation. Subjects include: Federal and State Grants, and Foundations and Corporation Grants.

PERSONNEL MANAGEMENT

1. A 24-HOUR SEMINAR ON COLLECTIVE BARGAINING

2. American Association of University Administrators

3. February 25-26, 1973, O'Hare Holiday Inn, Chicago, Illinois.

4. $48.00 fee covers lunch, dinner, coffee breaks, reception, complimentary transportation to and from the airport, a copy of the conference proceedings, and three sessions on Collective Bargaining.

5. O'Hare Holiday Inn, Chicago, Illinois.

6. Apply to Dr. William Young, Dean of Education, Chicago State University, 95th Street and King Drive, Chicago, Illinois 60628.

7. The seminar has been designed for a limited number of participants, to provide critical information and analysis of current developments in collective bargaining in higher education. (1) Current trends - Anthony Scariano, (2) Relationship among various estates (governor, legislature, governing boards, administrators, faculty, students) - Raymond Howe, (3) Shaping the Future of College Administrators -- Beneficiaries are Victims of Change. - Dr. Milton Byrd.

1. MINI-CONFERENCE ON ADMINISTRATIVE ACCOUNTABILITY

2. American Association of University Administrators

3. Date not decided; location possibly Niagara Falls.

4. Undecided
&
5.

6. For further information, contact Dr. James Ryan, Chairman, Professionaal Development Committee, State University of New York at Buffalo, Buffalo, New York 14214. Phone (716) 831-5131.

7. A concept approach to evaluation of administrators.

1. SUMMER WORKSHOP FOR DEPARTMENT/DIVISION CHAIRMEN OF TWO-YEAR COLLEGES

2. FSU/UF (Florida State University/University of Florida) Center for State and Regional Leadership

3. July 15-18, 1973, Tallahassee, Florida.

4. Approximately $300 per team of two from each institution. Fees cover all expenses except travel.

5. Place to be determined. Cost included in fee above.

6. Application by May 31, 1973 to Dr. Louis W. Bender, FSU/UF Center for State and Regional Leadership, Florida State University, Tallahassee, Florida 32304.

7. This workshop will deal with the legal implications of personnel management including selection, development, evaluation, and retention or nonretention of faculty. The conference will provide a legal sensitivity to management of personnel and will also include time for a direct and concentrated working session for the development of criteria, materials, strategies, and guidelines. More definitive information will be developed and distributed later in the Spring.

1. INSTITUTE ON PROFESSIONAL GROWTH OF COLLEGE BUSINESS PERSONNEL

2. National Association of Educational Buyers

3. November, 1973. Exact date and location to be determined.

4. Fees to be determined.

5. Accommodations to be determined.

6. Write for information and application blanks to The National Association of Educational Buyers, 111 Cantiague Rock Road, Westbury, New York 11590. Phone (516) 681-8010.

7. Topics--current problems in higher education, structure and control of U.S. higher education, administrative structure and organization within higher educational institutions, principles of administration and functioning as an administrator, management tools, literature for the profession, delegation, long-range planning and program budgeting, leadership and motivation, economic implications of current problems, a technique for analyzing and solving problems, career opportunities, a philosophy for higher education, and collective bargaining.
Faculty--Dr. Paul A. Bacon, Assistant Vice President for Business Affairs, State University of New York at Buffalo; Dr. Kenneth R. Erfft, Educational Consultant; Dr. James J. Ritterskamp, Jr., Vice President for Administration, Vassar College.

1. NEGOTIATION SKILLS

2. NTL Institute of Applied Behavioral Science

3. January 28 - February 3, 1973, Four Ambassadors Hotel, Miami, Florida; April 29 - May 5, 1973, Hotel Hershey, Hershey, Pennsylvania; July 22 - 27, 1973, Bethel, Maine; August 5 - 10, 1973, Temple Buell College, Denver, Colorado; October 28 - November 3, 1973, Four Ambassadors Hotel, Miami, Florida.

4. $350 -- tuition and registration.

5. Accommodations approximately $175 at Pennsylvania and Florida sites; approximately $165 at Maine and Colorado sites. To be paid to hotel.

6. Brochure sent on request. Contact Information Services, NTL Institute, 1201 Sixteenth Street, N.W., Washington, D.C. 20036. Phone (202) 833-4341. Application form to be completed and returned to Admissions Department one month in advance of program, if possible. (Cable reservations accepted).

7. For negotiators. Program goal: Strategies, physical settings, contracts, theories of advocacy are discussed, but the heaviest emphasis of program is on analyzing the bargaining process. Participants engage in bargaining sessions, examine such elements as effects of threat, use of third party observer, response to specific strategies, establishing communication with constituents, differences between what is said, what is actually felt to be primary goals.

1. THE ART OF THE INTERVIEW

2. Personnel Research and Development Corporation (PRADCO)

3. March 7-9, 1973, at Somerset Inn, Shaker Heights, Ohio.

4. $250 covers tuition, training materials as well as lunch and coffee breaks each day.

5. Accommodations if needed will be arranged by PRADCO: $15 per day for single room, $12.50 per day per person for double room.

6. For application and other information contact Personnel Research and Development Corp., 11701 Shaker Boulevard, Cleveland, Ohio 44120. Phone (216) 759-5400.

7. The seminar consists of lectures, demonstrations, exercises, small group discussions and practice sessions. Some of the topics covered will be kinds of interview contacts (including those with minority group applicants), listening skills, developing hypotheses about people, the art of questionning, interpreting biographical information, non-verbal communications, testing assumptions about people, analyzing career patterns, organizing and interpreting interview findings, styles of consulting.

1. EQUAL EMPLOYMENT OPPORTUNITIES COMPLIANCE - SEMINAR

2. Practising Law Institute

3. January 18-19, 1973, Americana Hotel, New York City; February 1-2, 1973, St. Francis Hotel, San Francisco; February 15-16, 1973, Underwood Law Library, Southern Methodist University, Dallas, Texas.

4. $150 fee for 2-day program and course handbook (softback).

5. Americana Hotel, New York City, 7th Avenue and 53rd Street, (212) 581-1000 Single: $25-$33 Twin: $32-$44; St. Francis Hotel, Union Square, San Francisco 94119, (415) 397-7000 Single: $22-$42 Twin: $30-$48; Dallas Hyatt House, 899 Stemmons Freeway, Dallas, Texas 75207, (214) 748-[illegible]161 Single: $18 Twin: $24.

6. Apply to: Practising Law Institute, 1133 Avenue of the Americas, New York, New York 10036 Phone (212) 765-5700.

7. Special attention will be given to joint management and labor problems. The course will treat all phases of compliance, from the initial charge through litigation to sanctions. Special consideration will be given to the newest amendments to the Civil Rights Act of 1964. The faculty will provide the fundamental tools so necessary for a basic understanding of this important and complex area of law and regulation.

1. OCCUPATIONAL SAFETY AND HEALTH ACTS SEMINAR

2. Practising Law Institute

3. January 12-13, 1973, Regency Hyatt Hotel, Atlanta, Georgia.

4. $150 fee for 2-day program and course materials.

5. Regency Hyatt Hotel.

6. Apply to: Practising Law Institute, 1133 Avenue of the Americas, New York, New York 10036 Phone (212) 765-5700.

7. This seminar has been structured to emphasize the practical aspects of operating under the Occupational Safety and Health Act of 1970. Since civil penalties under the new standards can reach $1,000 per day per violation and penalties can reach as high as $2,000,000 in fines and imprisonment up to one year, attorneys and other advising employers and personnel responsible for compliance cannot afford to be unaware of their responsibilities.

STUDENT SERVICES

1. CONFERENCE ON THE LIFE OF THE MIND/CONTINUOUS LEARNING PROGRAMS

2. American Alumni Council

3. March 21-23, 1973, Center for Continuing Education, University of Notre Dame, South Bend, Indiana.

4. $100 covers registration and materials.

5. Lodging arranged through the American Alumni Council.

6. Apply to the American Alumni Council, Suite 530, One Dupont Circle, Washington, D.C. 20036.

7. Emphasis on the various types of continuing education programs sponsored by educational institutions for their alumni -- alumni colleges, seminars, short courses, etc.

1. SIXTH NATIONAL SEX INSTITUTE

2. American Association of Sex Educators and Counselors

3. March 29-31, 1973, Washington Hilton Hotel, Washington, D.C.

4. Registration for members $20; non-members $25.

5. Washington Hilton Hotel, Washington, D.C.
Single $22; Twin $28.

6. Registration must be in by March 15, 1973.
For additional information and/or program write:
AASEC, 815 - 15th Street, N.W., Washington, D.C. 20005.

7. Highlights for participants will include an eight hour Human Growth Experience in Sexuality for all Institute participants. A prestigious interdisciplinary panel discussion on the Process of Training Sex Educators and Counselors. The process of introducing a new sex education program - involving school boards, parent groups, teachers, counselors and consultants. The process of Group Centered Approaches in the use of film with adolescents. The process of coordinating Sex Education Programs in Family Planning Centers. The process of Problem Pregnancy Counseling. The process of Sex Education for the Handicapped. A live demonstration of the process of the group centered approach in teaching values.

1. WORKSHOP FOR COUNSELORS AND TEACHERS

2. American Association of Sex Educators and Counselors

3. July 1973, American University, Washington, D.C.

4. $200 fee covers registration, tuition, room and board.

5. Housing at the University.

6. Enrollment limited to 100. Registration must be accompanied by check. Apply by May 15th to American Association of Sex Educators and Counselors, 815 - 15th Street, N.W., Washington, D. C. 20005. Phone (202) 638-6849.

7. This workshop is designed to assist male and female administrators, counselors, deans and teachers to develop concepts and techniques for curriculum planning, counseling and teaching in human sexuality. Emphasis will be placed on developing self-awareness on the part of the participants in their relationship with their students and counselors. Appropriate materials for elementary, secondary and college levels will be evaluated.

1. INDIANA PROFESSIONAL DEVELOPMENT SEMINAR

2. Association of College Unions-International

3. July 22-27, 1973, Indiana University.

4. $215 per person includes housing, meals and materials.

5. Accommodations at Indiana Memorial Union.

6. Apply to Dr. Harold Jordan, Indiana Memorial Union, Indiana University, Bloomington, Indiana 47401. Phone (812) 337-3606.

7. A seminar for those involved in the management of campus unions and student centers. Academic and administrative departments of the University will be involved. Experienced full-time faculty members, accustomed to working as a team, will conduct the majority of the program. Ample time provided for informal discussions. Although all of the faculty members have compiled outstanding records, two perhaps will be of significant interest: Dr. John F. Mee, Dean of the Division of General and Technical Studies and Meed Johnson Professor of Management in the Indiana University School of Business; and Dr. Robert H. Shaffer, Professor of Higher Education and Business Administration. Topics include: objectives and problem solving, planning concepts, organizational structures and funds, labor relations, the union environment, financial management, application of management activity, black students and the union, power structures in higher education, today's student and drugs, academic reform, now-programming in the union, leisure hang-ups for administrators, personal values for the administrators, new directions for student personnel, and others.

1. IN-SERVICE TEAM TRAINING IN STUDENT PERSONNEL SERVICES

2. Council for the Advancement of Small Colleges.

3. August 5-10, 1973, Messiah College, Grantham, Pennsylvania.

4. Not yet determined.

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6. For further information contact Roger J. Voskuyl, Executive Director, Council for Advancement of Small Colleges, One Dupont Circle, N. W., Washington, D.C. 20036. Phone (202) 659-3795.

7. The purpose of the program is to increase the knowledge and understanding on the part of the presidents, chief student personnel officers and students about the student personnel function at small, priviate, four-year liberal arts colleges. The program will give attention to the special needs of minority students, encourage and stimulate interaction among student personnel workers and take a look at future trends and directions for student personnel work in the small, private colleges.

1. WORKSHOP ON INTER-FRATERNITY AFFAIRS

2. Indiana University

3. June 17-23, 1973, at Indiana University, Bloomington, Indiana (Given annually).

4. $150 covers all conference fees except for academic credit which may be earned if participants qualify and desire.

5. Participants live in a fraternity house which is used as a workshop center.

6. Apply by June 9, 1973, to Dr. Herbert Smith, Associate Dean of Students, Office: Dean of Students, Memorial Hall, Indiana University, Bloomington, Indiana 47401. Phone (812) 337-7961.

7. One or two credit hours may be arranged for $27 per credit hour for Indiana residents or $62 per credit hour for non-residents. Workshop participants will be composed of approximately 20 student personnel staff members with prime responsibility for fraternity affairs and 20 field secretaries and other professional staff members of national fraternities. The workshop (or institute) is designed (1) to provide a broad basic orientation to the present-day college student and campus as well as the role, potentials and challenges faced by fraternities, and (2) to develop in participants the skills and understandings needed by them to assist fraternities to achieve their objectives through strengthened internal functioning, improved programming and sound institutional relations. Emphasis is placed upon the response fraternities must make to changes on their campuses and in their general environment. The program consists of lectures, discussions, case studies, panel presentations, visual aids, displays and informal activities. The workshop is sponsored in conjunction with the Fraternity Executives Association and is staffed by administrators from colleges and universities and from national fraternities.

1. WORKSHOP - STUDENT ACTIVITIES

2. Indiana University and Commission IV of American College Personnel Association

3. July 29 - August 3, 1973, Indiana University, Bloomington, Indiana.

4. $100 covers all conference costs except for academic credit which may be earned by additional work and special registration.

5. Participants live in a conference center within a residence hall area.

6. Apply by July 15 to Dr. Elizabeth A. Greenleaf, School of Education-319, Indiana University, Bloomington, Indiana 47401. Phone (812) 337-2001.

7. Advising student activities. The week workshop will have as an objective an evaluation of trends of current day student activities. Consideration will be given to needs and interests of students' concern for and need for group identification and development of innovative programs.

1. WORKSHOP - STUDENT RESIDENCES

2. Indiana University and the National Association of Women Deans and Counselors

3. July 15-20, 1973, Indiana University, Bloomington, Indiana (Given annually).

4. $100 covers all conference costs except for academic credit which may be earned if participants qualify and desire.

5. Participants live in a conference center within a residence hall area.

6. Apply by July 1, 1973 to Dr. Elizabeth A. Greenleaf, School of Education-319, Indiana University, Bloomington, Indiana 47401. Phone (812) 337-2001.

7. One or two credit hours may be arranged @ $27 per credit hour for Indiana residents, or $62 per credit hour for non-residents. Admission limited to 50 professional staff with experience in working with students in living situations and who hold at least a bachelor's degree. Purpose is to provide an opportunity for experienced student personnel staff to examine recent changes in higher education, changing student characteristics and needs, and administration of student housing. Emphasis will be placed on means of communications to students, and interaction to staff and students in various types of housing.

1. ANNUAL WORKSHOP FOR NEW FINANCIAL AIDS OFFICERS

2. Midwest Association of Student Financial Aid Administrators

3. June 24 - 29, 1973, Ball State University, Muncie, Indiana.

4. Fees are not yet determined. Approximately $175 will cover all expenses, including room and board.

5. University Residence Hall.

6. To apply contact: Dr. Clarence L. Casazza, Assistant Director, Student Financial Aids, Ball State University, Muncie, Indiana 47306. Phone (317) 285-4636.

7. This workshop is designed for financial aids officers just entering the field. The curriculum will cover a broad range of topics dealing with the administration of financial aids programs and counseling with students regarding financial aids. Lectures, seminars and informal discussions will be led by experienced aid officers, representatives of federal agencies, and staff of A.C.T. and C.S.S.

1. INTERMEDIATE LEVEL WORKSHOP IN STUDENT FINANCIAL AIDS

2. Midwest Association of Student Financial Aid Administrators

3. June 10-15, 1973, Oberlin College, Oberlin, Ohio.

4. Not yet determined.

5. College Residence Hall.

6. To apply contact Mr. James White, Director of Financial Aids, Oberlin College, Oberlin, Ohio. Phone (216) 774-1221.

7. This workshop will be designed for financial aids personnel with two to five years experience in the field. The curriculum will cover a few topics in depth. Lectures, seminars, and informal discussions will be led by experienced aids officers.

1. 1973 WORKSHOPS ON STUDENT LOAN BILLING AND COLLECTION

2. National Association of College and University Business Officers (NACUBO)

3. January 7-9, 1973, Boston, Massachusetts; January 21-23, 1973, San Francisco, California.

4. NACUBO Member Institutions - $50 per person; others - $75 per person. Fee includes cocktails and dinner, luncheon and coffee breaks.

5. Participants are requested to make their own reservations directly with the hotel or campus, specifying attendance at the NACUBO Workshop to receive the following special rates: Mariott Hotel, Commonwealth Avenue, Newton Massachusetts 01266, Phone (617) 969-1000 -- single $22, double $26; University of San Francisco, 2130 Fulton Street, San Francisco, California 94117, Attention Mr. Noel Shumway, Phone (415) 752-1000, ext. 277 -- single $5.00, double $7.00.

6. Apply to Workshops on Student Loan Billing and Collection, National Association of College and University Business Officers, One Dupont Circle, Suite 510, Washington, D.C. 20036.

7. The workshops are designed for those members of the business office staff responsible for disbursing, billing, and collection of student loans. Institutional financial aid officers and others interested in and concerned with the repayment of student loans are also welcome to attend. The Workshop program will provide an opportunity for the exchange of ideas on billing and collection techniques.

   Panel discussions and concurrent sessions will focus on topics such as manual and computer billing systems; collection agencies and billing services; high-risk borrowers, skip-tracing, and delinquent collections; teacher cancellation, bankruptcy, and litigation; exit interviews; health professions and short-term loans; and other specialized subjects. A number of prestigious and knowledgeable persons from the national and regional Offices of Education, along with collection agency representatives and informed university administrators, will be present to conduct the program and respond to questions.

1. 1973 TRAINING WORKSHOPS FOR NEOPHYTE FINANCIAL AID ADMINISTRATORS

2. The National Association of Student Financial Aid Administrators, and Stanford University (under contract from the U. S. Office of Education

3. Approximately 25 workshops in various locations between January 2 and July 30, 1973.

4. Will vary from location to location.
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6. For further information contact Richard L. Tombaugh, Executive Secretary, The National Association of Student Financial Aid Administrators, 2121 Eye Street, N. W., Washington, D. C. 20006. Phone (202) 676-6620.

7. The content will vary, but is intended to equip beginning financial aid administrators to handle the diversity of responsibilities which accompany the position.

1. ANNUAL CONFERENCE

2. National Association of Student Personnel Administrators

3. April 8-11, 1973, Philadelphia, Pennsylvania.

4. Registration fee not yet determined.

5. Benjamin Franklin Hotel, single $22; double $28.

6. Apply to: NASPA Central Office, Portland State University, P. O. Box 751, Portland, Oregon 97207.

7. A Management Workshop for administrators and aspiring deans will be held, as well as sessions for new professionals; community college personnel and other interest groups within NASPA will receive deserved attention. Complete descriptions of program format will be available in late January.

1. LEADERSHIP INSTITUTES

2. National Leadership Methods, Inc.

3. Year-round. Offered on regional basis in cooperation with colleges and universities.

4. $20 for weekend program (includes all training and materials, but no room and board). $15 for one day program.

5. Normally available in vicinity of lab.

6. Contact National Leadership Methods, 500 West 13th Street, Austin, Texas 78701. Phone (512) 477-9487.

7. Designed to provide managerial and/or leadership skills for outstanding student leaders and faculty and administrative staff who are responsible for leadership development on campus. The program is based upon a structured task-oriented organizational development format as opposed to sensitivity training sessions. The program is normally offered to 100-150 outstanding student leaders and administrators within a three to four state geographic area. Institutes are scheduled year-round in various geographic locations. Skills for decision making, communication, proper conduct of meetings and other general leadership development are offered in a unique laboratory format. No speeches or panel discussions.

AUXILIARY SERVICES

1. BOOKSELLERS SCHOOL

2. American Booksellers Association (ABA) and
National Association of College Stores (NACS)

3. February 22-26, 1973, New York, New York;
February 28 - March 4, 1973, Colorado Springs,
Colorado.

4. $150 covers room, board, and other fees.
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6. Applications available from American Booksellers
Association, 175 Fifth Avenue, New York, New York 10010,
and from National Association of College Stores,
55 East College Street, Oberlin, Ohio 44074.

7. A comprehensive course in the selling of trade books
(non-required books in a college store). The course
includes planning, budgeting, title selection, and
management decisions and problems.

1. FIFTH ANNUAL MEETING

2. Association of College Auxiliary Services

3. October 30 - November 2, 1973, Robert Meyer Hotel, Orlando, Florida.

4. Registration fee approximately $75.

5. Robert Meyer Hotel, European Plan, Convention room rates for rooms. Most meals included in registration fee.

6. Contact: Stan Clark, Secretary Treasurer, Association of College Auxiliary Services, Seven Main Street, Cortland, New York 13045.

7. Speakers, panels, workshops covering various phases of college auxiliary services -- food service, bookstores, vending, housing, general management, purchasing, personnel, public relations, education, etc. Guided tours of Orlando area and Disneyworld are to be included in the program.

1. 15th ANNUAL WORKSHOP PROGRAM FOR PHYSICAL PLANT ADMINISTRATORS

2. The Association of Physical Plant Administrators of Universities and Colleges

3. August 5-10, 1973, University of Cincinnati; August 12-17, 1973, University of California at Santa Barbara.

4. Cincinnati - $65 registration; California $65 registration (fees subject to slight change).

5. Cincinnati -- $40 single, $30 double (residence hall) California -- $100 single, $90 double (includes meals).

6. July 1, 1973 registration deadline for $25 deposit. Apply to Cincinnati: Ray Smith, Assistant Director of Physical Plant, University of Cincinnati, Cincinnati, Ohio 45221; California: John Gabe, Director of Physical Plant, University of California, Santa Barbara, California 93106.

7. Two courses at both locations: First course includes: Housekeeping, Utility Management, Personnel Management, Safety Programs, Work Control Systems, Landscaping, Communications, Maintenance and Operations; Budget and Accounting, Case Studies.
Second course (advanced): Personnel Management, Preventative Maintenance Programs, Scheduled Maintenance, Employee Organizations, Employee Motivation, Management Information Systems, Management of Your Time, Management by Objective, Problem Solving and Case Studies.

1. FIFTIETH ANNUAL INTERNATIONAL CONFERENCE

2. Council of Educational Facility Planners

3. September 30 through October 3, 1973, Queen Elizabeth Hotel, Montreal, Quebec, Canada.

4. Registration fees $30 for Council members, $60 for non-member guests.

5. Accommodations at Queen Elizabeth Hotel. Convention rates have not been set at this time. Average around $25 single, $32 double.

6. Pre-registration forms and program information will be available approximately July, 1973. Inquiries should be directed to J. E. Klepser, Director of Communications, Council of Educational Facility Planners, International, 29 West Woodruff Avenue, Columbus, Ohio 43210. Phone (614) 422-1521.

7. Major presentation and workshops for 3-1/2 days on all aspects of planning, designing, equipping and maintaining the physical environment of education, from pre-school to university level. Specific programs for higher education facilities and campus planning. Visits to local facilities of interest part of program activities. Specific program has not been planned as of this date. Complete details will be contained in pre-registration mailing.

1. FIFTH ANNUAL MEETING

2. Eastern Association of College Auxiliary Services

3. October 3-5, 1973, Jug End in the Berkshires, Great Barrington, Massachusetts.

4. Approximately $30 registration fee.

5. Jug End in the Berkshires Inn, $26 per day per person.

6. Contact: Stan Clark, Secretary-Treasurer, Eastern Association of College Auxiliary Services, Seven Main Street, Cortland, New York 13045.

7. Speakers, panels, workshops covering various phases of college auxiliary services - Food Service, Bookstores, Vending, Housing, General Management, Purchasing, Personnel, Public Relations, Education, etc.

1. MICROFILM INFORMATION SYSTEMS

2. The Institute for Advanced Technology

3. January 10-12, 1973, Washington, D. C., The Ramada Inn; January 24-26, 1973, Los Angeles, California, Century Plaza; February 7-9, 1973, New York, The Summit; March 7-9, 1973, Washington, D. C., Holiday Inn of Bethesda.

4. $300 fee includes course materials and luncheons.

5. The cost of hotel rooms is not included in the registration fee. IAT does not arrange hotel reservations; however, the hotels will hold a block of rooms for seminar participants until two weeks before the seminar. Hotel reservation cards will be forwarded with registration confirmation. Please contact the hotels directly for reservations, mentioning IAT, Control Data Corporation, the seminar, and dates attending.

6. Registrations should be made two weeks prior to the seminar start date.

7. This introductory seminar is intended for systems analysts and management level personnel currently concerned with the feasibility, design and implementation of a microfilm information system as well as for the individual desiring the information and knowledge required to intelligently determine the role of microfilm in the future of an organization. Heavy emphasis is placed on microfilm selection, general microfilm systems concepts, systems evaluation, hardware considerations and state of the art limitations. Informal problem solving discussions will be held at the end of the day's session. Registrants are therefore invited to bring background and supportive study data (feasibility studies, vendor proposals, etc.) to the seminar for evaluation and discussion.

1. NACS MANAGEMENT CONFERENCE

2. National Association of College Stores (NACS)

3. 4 days in latter part of July and/or early part of August, 1973. Exact dates and location to be determined later.

4. $100 covers room, board and other fees.
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6. Applications available from the National Association of College Stores, 55 East College Street, Oberlin, Ohio 44074 after June 1, 1973.

7. An advanced management program on specific subject areas which are described in the course announcement. Open to graduates of the NACS Management Seminar and other highly experienced personnel possessing the necessary background for the subjects presented.

1. NACS MANAGEMENT SEMINAR

2. National Association of College Stores (NACS)

3. July 9-17, 1973, Oberlin, Ohio;
July 23-29, 1973, Stanford, California.

4. $150 covers room, board and other fees.
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6. Applications available from the National Association of College Stores, 55 East College Street, Oberlin, Ohio 44074 between May 1 and July 10, 1973.

7. The Management Seminar is designed for experienced college store managers, assistant managers and department heads. The complete course takes two summers to finish.

1. NACS MANAGEMENT SURVEY

2. National Association of College Stores (NACS)

3. July 9-15, 1973, Oberlin, Ohio,
   July 23-29, 1973, Stanford, California.

4. $150 covers room, board and other fees.
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6. Applications available from the National Association of College Stores, 55 East College Street, Oberlin, Ohio 44074 between May 1 and July 10, 1973.

7. The Management Survey is designed for all college store personnel including neophytes and individuals newly assigned to management responsibilities. The course is open to all individuals interested in the college store field, whether currently employed in a college store or not.

1. EDUCATIONAL BROADCASTING INSTITUTE: CABLE SYSTEMS

2. National Association of Educational Broadcasters

3. April 15 - 18, 1973, Kansas City, Missouri.

4. $100 tuition; minority scholarships available.

5. Accommodations to be arranged by participants.

6. Apply to NAEB, 1346 Connecticut Avenue, N.W., Washington, D.C. 20036. Phone (202) 785-1100.

7. A course designed in cooperation with the National Cable Television Association to provide management personnel in broadcast and non-broadcast systems with pertinent information about cable system capacities, operational costs, regulatory status and requirements, franchising procedures, immediate and long range programming and service potential.

1. EDUCATIONAL BROADCASTING INSTITUTE: FILM PRODUCTION FOR TELEVISION

2. National Association of Educational Broadcasters

3. February 4-7, 1973, San Francisco, California.

4. $120 per person covers tuition and course reference materials; minority scholarships available.

5. Accommodations to be arranged and paid for separately by participants.

6. Apply to NAEB, 1346 Connecticut Avenue, N.W., Washington, D.C. 20036. Phone (202) 785-1100.

7. Course designed in connection with Eastman-Kodak and numerous television stations to present a complete analysis of use of film in television production. Course outline includes: presentation of case studies; pre-planning for production; lighting; sound; editing; capabilities of film; equipment maintenance; special efforts; control of production; and the film as a community relations resource.

1. EDUCATIONAL BROADCASTING INSTITUTE: RIGHTS, RESPONSIBILITIES, AND REGULATION OF BROADCAST STATIONS

2. National Association of Educational Broadcasters

3. February 22 - 23, 1973, Cincinnati, Ohio.

4. $70 per person covers tuition and course reference materials; minority scholarships available.

5. Accommodations to be arranged and paid for separately by participants.

6. Apply to NAEB, 1346 Connecticut Avenue, N.W., Washington, D.C. 20036. Phone (202) 785-1100.

7. An NAEB devised seminar-briefing by attorneys on current legal and regulatory problems facing managers: rules governing day-to-day operational questions; underwriting; FCC complaint processes; editorializing; personal point of view documentaries; network relations; ascertainment of community needs; ownership reporting; internal revenue service regulations governing non-profit coporations.

ADMINISTRATIVE TRAINING AND INTERNSHIPS

1. CLEARING HOUSE FOR CAREER DEVELOPMENT

2. American Association of University Administrators

3. Throughout the year at 1033 Springfield Avenue, Cranford, New Jersey 07016.

4. For active members only.

5. For further information, contact Karl E. Metzger, Jr.,
& Clearing House Director, Association of Independent
6. Colleges and Universities in New Jersey, 1033 Springfield Avenue, Cranford, New Jersey 07016. Phone (201) 276-2650.

7. An on-going program designed to assist in the career development of members of the Association.

1. ACADEMIC ADMINISTRATION INTERNSHIP PROGRAM

2. American Council on Education

3. Each academic year, September - May.

4 & 5 ACE pays program costs; college pays salaries and moving costs.

6. Presidents of ACE member institutions nominate by prescribed procedure faculty or junior staff who have demonstrated potential for academic administration. For information, write Charles Dobbins, Director, Academic Administration Internship Program, American Council on Education, One Dupont Circle, Washington, D.C. 20036. Phone (202) 833-4762.

7. Must have terminal degree and 2 years teaching experience or other outstanding qualifications indicative of high potential for careers as academic officers. 40 Fellows chosen to work one academic year on home or host campus with a senior academic officer as Mentor, at policy as well as operational levels. Two five-day seminars, regional meetings, an analytical paper and extensive reading also required. Benefits to institutions: identification and development of potential administrators, new perspectives on administrative policies; to Fellows: able to evaluate administrative career without binding commitment, get critical look at higher education in all facets, have broadening and deepening experience in policy and decision-making.

1. THE EXECUTIVE SECRETARY

2. The Institute for Advanced Technology

3. January 17-18, 1973, Los Angeles, California, Sheraton-Universal; February 8-9, 1973, Washington, D. C., Holiday Inn of Bethesda; March 15-16, 1973, New York The Barbizon-Plaza.

4. $225 fee includes course materials and luncheons.

5. The cost of hotel rooms is not included in the registration fee. IAT does not arrange hotel reservations; however, the hotels will hold a block of rooms for seminar participants until two weeks before the seminar. Hotel reservation cards will be forwarded with registration confirmations. Please contact the hotels directly for reservations, mentioning IAT, Control Data Corporation, the seminar, and the dates attending.

6. Registrations should be made two weeks prior to the seminar start date.

7. This action-centered seminar will be of benefit to Administrative and Personnel Assistants. The seminar emphasizes skills improvement and self-development for the secretary and focuses on the critical aspects of helping the manager meet his objectives.

1. JOB ENRICHMENT

2. The Institute for Advanced Technology

3. January 24-26, 1973, Washington, D. C., Holiday Inn of Bethesda; February 21-23, 1973, San Francisco, California, Miyako; March 21-23, 1973, New York, The Barbizon-Plaza; April 25-27, 1973, Washington, D. C., Holiday Inn of Bethesda.

4. $300 - includes course materials and luncheons.

5. The cost of hotel rooms is not included in the registration fee. IAT does not arrange hotel reservations; however, the hotels will hold a block of rooms for seminar participants until two weeks before the seminar. Hotel reservation cards will be forwarded with registration confirmations. Please contact the hotels directly for reservations, mentioning IAT, Control Data Corporation, the seminar, and dates attending.

6. Registrations should be made two weeks prior to the seminar start date.

7. This seminar is designed for all managers directing the work of other people. Group discussions, workshops, brain-storming sessions, movies and other participative training techniques make this a truly challenging and productive training experience. Participants are encouraged to bring a specific job description or a family of jobs to be enriched during the workshop sessions.

1. WASHINGTON INTERNSHIPS IN EDUCATION

2. Institute for Educational Leadership, The George Washington University

3. Annual (September to August), Washington, D.C. and selected state capitals.

4. No fees. Salary, benefits, and relocation costs are covered by the program.

5. Costs of housing are covered by intern out of salary.

6. Apply no later than January for programs beginning that fall. Nomination by applicant or other to Director, Washington Internships in Education, Room 606, 2000 L Street, N. W., Washington, D. C. 20036. Phone (202) 223-3415. Additional information and application forms from same address.

7. Washington Internships in Education each year brings a limited number of young leaders in education to Washington and selected state capitals to work three-fourths time in a public or private agency concerned with national or state educational policy and one-fourth time in a program of seminars, discussions, and field trips. The entire experience is aimed at developing in the participants an understanding of the educational policy-making process and its relationship to state and local agencies, as well as a deepening sophistication concerning current educational issues.

1. COLLEGE ADMINISTRATOR DEVELOPMENT PROGRAM

2. Institute of Higher Education, University of Georgia

3. Periodic seminars between July 1973 and June 1974.

4. $500 covers program costs.

5. Room and board at the Georgia Center for Continuing Education and required travel extra.

6. Write to Dr. Bill D. Feltner, Institute of Higher Education, University of Georgia, Athens, Georgia 30601. Phone (404) 542-3464.

7. For all levels of recently appointed administrators in Southeastern colleges. Program consists of a series of seminars focused on administrative concepts and practices; visitation with experienced administrators in similar positions; consultation with participants on campus. Participants should not have been in present position more than two years. Major emphasis of program placed on professional career development.

1. CAMPUS ACTION TEAM WORKSHOP

2. Morehead State University and Co-Sponsored by the American Association of State Colleges and Universities

3. January 20-24, 1973, Kellogg West/Center for Continuing Education, California State Polytechnic University, Pomona, California 91768.

4. Funded by the Office of Education.

5. Kellogg West/Center for Continuing Education, California State Polytechnic University, Pomona. Costs included in funding.

6. By invitation only.

7. Purpose: Train individuals to facilitate reforms and changes in education.

   The program will cover such areas as the following: "The Campus Action Team Concept, and Models of Change", "The Need for Futuristic Planning in Institutions of Higher Education", "Directions and Options for Change", "Institutional Goals Analysis" and "Goals and Prospects for Change".

1. EDUCATIONAL BROADCASTING INSTITUTE: SUPERVISORY MANAGEMENT

2. National Association of Educational Broadcasters

3. January 7-10, 1973, Washington, D.C.

4. $150 covers tuition plus luncheons. Minority scholarships available.

5. Accommodations to be arranged separately by participants.

6. Apply to NAEB, 1346 Connecticut Avenue, N.W., Washington, D.C. 20036. Phone (202) 785-1100.

7. A course designed by the American Management Association and adapted by NAEB which gives administrators increased professional skills and competence in the nature of management: planning, organizing, controlling, standards and appraisal, communications, motivation and decision-making.

1. LEADERSHIP AND GROUP FACILITATION TRAINING WORKSHOPS

2. National Center for the Exploration of Human Potential and San Diego State College Extension Division

3. To be held June 18 - July 5, 1973, July 9 - July 26, 1973, July 30 - August 16, 1973.

4. $340 for each 3-week workshop covers program costs and 3 units of graduate extension credit. $25 preregistration fee (refundable if applicant is not accepted or withdraws one month in advance).

5. Board (15 meals/week) and room available at $38/week (double occupancy), $48 (single occupancy), $33 for children ages 12-17, $28 for ages 3-11. Off campus lodging ranges from $14 per day up for double or twin, and $10 per day up for singles.

6. For further information and forms write Dr. A. J. Lewis, Director, Training Institute, National Center for the Exploration of Human Potential, 8080 El Paseo Grande, La Jolla, California 92037. Phone (714) 459-4469.

7. For those concerned with facilitating the growth of human potentialities of individuals and groups. Appropriate for all levels of educators, counselors, and other professionals dealing with people. The focus is the experiential development of the personal potentialities of the participants and the group leadership skills requisite to facilitating personal growth in those with whom they work and serve. The methods of Dr. Herbert A. Otto, Ph.D. form the core of the workshops, emphasizing participant strengths, and the positive approach to overcoming obstacles hampering actualization. The basic sequence (a prerequisite for the advanced workshop) will prepare participants to lead the Developing Personal Potential program. The advanced sequence will prepare participants to lead the Growth Support Groups.

1. MANAGEMENT COLLEGE, NATIONAL GRADUATE UNIVERSITY

2. National Graduate University, Walter E. Boek, Ph.D. President. Applications for District of Columbia license and Middle States accreditation being made

3. Continuous operation, offices, library and seminar facilities at 3408 Wisconsin Avenue, N.W., Washington, D.C.

4. & 5. $10 and $25 application fees; tuition $190 for each five weeks of participation in each General Phase study group attendance, with courses varying from five weeks to 25 weeks in length; $110 for attendance at semi-monthly Management Seminars for the first year of matriculation; $100 for each examination in a field without course of study; $2,400 tuition for Advanced Phase work with staff leading to the Ph.D.

6. Write for information or visit the National Graduate University, 3408 Wisconsin Avenue, N.W., Washington, D. C. 20016. Phone (202) 966-5100.

7. Students admitted for the M.A. or Ph.D. in Management are expected to be in residence while completing five fields of the General Phase curriculum either by participation in study groups or by examination alone. They are also expected to attend at least 18 semi-monthly Management Seminars.

M.A. students participate in the Specialized Phase of the curriculum to the extent of submitting an acceptable technical paper. Ph.D. students work individually with qualified staff in combinations of 10 areas of management, and pass to Advanced Phase work and study in a type of organization in which they are personally interested. It is expected that doctoral students will begin the Advanced Phase, including a dissertation, prior to the completion of the General and Specialized Phases.

1. KEY SCHOOL EXECUTIVE CONFERENCE

2. NTL Institute for Applied Behavioral Science

3. March 25 - 31, 1973, Phoenix, Arizona.

4. Tuition and registration - $400.

5. Accommodations approximately $200. To be paid directly to hotel.

6. Brochure sent on request. Contact Information Services, NTL Institute, 1201 Sixteenth Street, N.W., Washington, D.C. 20036. Phone (202) 833-4341. Application form to be completed and returned to Admissions Department one month in advance of program, if possible. (Cable reservations accepted.)

7. For superintendents, assistant superintendents, principals of large schools and deans. Effective coordination of parts and systems is crucial to the executive process and determines how well the school manager is able to do his job. The focus of this program is on communication, teamwork and conflict managing, as well as on individual growth and management style. The school executives share their insights into common problems and analyze the application of new skills and concepts as they relate to the growth and health of their organizations.

1. NATIONAL PROGRAM FOR EDUCATIONAL LEADERSHIP

2. Ohio State University, The City University of New York, Claremont Graduate School, the North Carolina Department of Public Instruction, Northwestern University, Fisk University, and the University of Texas at Austin - in cooperation with the Bureau of Educational Personnel Development, Office of Education

3. Programs individually tailored but last for no more than two years.

4. & 5. Fellows receive individualized stipends, determined by prior earnings and need. University tuition and fees plus program related travel paid for by the Program.

6. Applications accepted at any time. To obtain application forms contact National Program for Educational Leadership, The Ohio State University, 224 West 10th Avenue, Columbus, Ohio 43201.

7. Intended primarily to develop leadership in elementary and secondary education, but higher education not excluded. The purpose of the program is to identify, recruit, and prepare for leadership positions in education able men and women who are successful in other fields but now wish to develop their talents to the problems of urban education. Preference given to candidates who hold a college or university degree and who are between the ages of 30 and 50. Fellows will be based at a participating institution and will have access to courses, seminars, counseling and independent study, in addition to outside experience such as dialogues with national figures, observation of schools, field and clinical activities. Approximately 20 Fellows will be selected each year.

1. 1973 ENGINEERING AND MANAGEMENT COURSE

2. UCLA - The School of Engineering and Applied Science, Graduate School of Management and University Extension

3. September 10-15, 1973, University of California, Los Angeles, California.

4. $475 includes all textbooks and classroom materials, six luncheons, one dinner, parking.

5. Housing is available within reasonable distance of the University. Prices vary from $9 to $18 per day for single occupancy. Apartments with kitchenettes are also obtainable.

6. Enrollment in the course and in each class is strictly limited. Priority of space in the course is determined by order of receipt of course fee. Acceptance in the course and a complete choice of subjects can be assured only by early enrollment. Additional information may be obtained by telephoning the course office at (213) 825-3858 or 825-4562, or by writing to Dr. Robert Rector, Eng. & Mgt. Course, Room 6266, Boelter Hall, University Extension, UCLA, Los Angeles, California 90024.

7. The Engineering and Management Course is an intensified six-day program designed to contribute to the professional development of engineering and management personnel. The program provides a full time schedule of instruction and study in a university environment. Emphasis is given to the improvement of communication and to understanding of human relationships. Each individual attending the course will be able to tailor a program to his own needs. He can personally select classes which will assist him in either improving his current job performance or in preparing himself for greater responsibilities. Each participant chooses one class in each of four daily instructional periods. Twenty-four subjects of instruction are offered.

1. ADVANCED PROGRAMS

2. The University of Oklahoma, Department of Advanced Programs, Continuing Education and Public Service

3. Continuous at main campus and selected locations.

4. $60 per semester credit hour. Approximately $12 per credit hour for books. $30 application fee for admission to the Graduate College.

5. Adequate facilities at the Oklahoma Center for Continuing Education at reasonable rates.

6. The 1973 schedule and application forms may be obtained by writing to Dr. L. P. Martin, Executive Director, Advanced Programs, Oklahoma Center for Continuing Education, 1700 Asp Avenue, Norman, Oklahoma 73069. Phone (405) 325-3333.

7. Graduate courses leading to Master of Arts Degrees in Public Administration, Economics and Human Relations and the Master of Business Administration. Courses offered in intensive seminar sessions of 32 hours in one week, preceded by independent study. These are regular campus courses, fully accredited, adapted to the Advanced Program format. Regular University of Oklahoma professors teach on campus and at 24 locations around the world.

INSTITUTIONAL RESEARCH AND EVALUATION

1. COGNITIVE INSTRUCTION: RESEARCH AND DESIGN

2. American Educational Research Association

3. February 23, 24, 25, 1973, New Orleans, Louisiana.

4. AERA members - $135; nonmembers - $150.

5. Living arrangements at the discretion of the participant.

6. The deadline for submission of application and fee is February 1, 1973. For information contact William J. Russell, Assistant for Federal and Professional Affairs, American Educational Research Association, 1126-16th Street, N. W., Washington, D. C. 20036. Phone (202) 223-9485.

7. The goal of this research training session is an investigation of variables and conditions that have a direct application to the design and development of instruction. This session can be summarized as: (1) analysis and synthesis of what is presently known in instructional theory and practice for complex cognitive learning; (2) standardization of basic terminology relevant to instructional design; (3) establishment of instructional psychology as a field of inquiry; and (4) formulation of instruction-oriented methodology for both research and development. To accomplish these goals the training session will be staffed with professionals who are actively engaged in instructional research and development, and who have the expertise to address these stated goals.

   Participants should have requisite knowledge in current instructional theories and a background in evaluation procedures for instructional systems. Participants should be interested in using the scientific method for instructional development.

1. COMPUTER MANAGED INSTRUCTION

2. American Educational Research Association

3. February 23, 24, 25, 1973, New Orleans, Louisiana.

4. AERA members - $135; nonmembers - $150.

5. Living arrangements at the discretion of the participant.

6. The deadline for submission of application and fee is February 1, 1973. For information contact William J. Russell, Assistant for Federal and Professional Affairs, American Educational Research Association, 1126 - 16th Street, N. W., Washington, D. C. 20036. Phone (202) 223-9485.

7. The primary objectives of this session are to provide the participants with a concise, up to date, examination of the field of computer-based instructional management systems (CMI). This examination will focus upon the conceptual basis of CMI, the design rationale of existing CMI systems, and the role of CMI systems as a powerful vehicle for conducting a wide range of educational research. Upon completion of the session participants will have acquired an understanding of the role played by CMI systems in the instructional process, will be aware of the "state of the art" in the field of CMI; and establish a relationship between their own research and CMI.

   It should be noted that it is assumed the participants have no prior computer experience. A course outline, copies of survey papers, system documentation, and instructional materials will be provided participants prior to the training session.

1. DEVELOPING CRITERIA AND PROCEDURES FOR EVALUATING ARTS IN EDUCATION PROJECTS

2. American Educational Research Association

3. February 23, 24, 25, 1973, New Orleans, Louisiana.

4. AERA members - $135; nonmembers - $150.

5. Living arrangements at the discretion of the participant.

6. The deadline for submission of application and fee is February 1, 1973. For information contact William J. Russell, Assistant for Federal and Professional Affairs, American Educational Research Association, 1126-16th Street, N.W., Washington, D.C. 20036. Phone (202) 223-9485.

7. This training session will introduce participants in the state of the art of evaluating arts in education projects to procedures and techniques. Specifically this seminar and practicum will identify criteria and procedures for evaluating arts in education projects and share them with the conferees; assist in meeting the growing needs to evaluate the work of students and teachers in the non-cognitive areas and initiate the building of a network of interested, knowledgeable and skillful personnel for evaluating arts in education projects.

1. MULTIVARIATE STATISTICAL ANALYSIS IN EDUCATIONAL RESEARCH

2. American Educational Research Association

3. February 21-25, 1973, New Orleans, Louisiana.

4. AERA members - $225; nonmembers - $250.

5. Living arrangements at the discretion of the participant.

6. The deadline for submission of application and fee is February 1, 1973. For information contact William J. Russell, Assistant for Federal and Professional Affairs, American Educational Research Association, 1126-16th Street, N.W., Washington, D.C. 20036. Phone (202) 223-9485.

7. This session will consist of an introduction to the concepts and techniques of multivariate analysis, including computer programs for making the appropriate calculations. The presentation will focus upon an intuitive understanding of multivariate procedures and their application to educational research. The mathematical development and proofs of theorems will be restricted, as much as possible to the handout materials.

   This session will be open to holders of a doctorate in education and allied fields where academic responsibilities include the design of educational research studies and analysis of research data. The course is intended for educational researchers with a strong background in quantative methods but whose primary commitment may be substantive areas other than statistics and experimental design.

1. 7th AREA RESEARCH TRAINING PROGRAM

2. American Educational Research Association

3. March 28-29, 1973, Tuscon, Arizona.

4. $100 fee.

5. Living arrangements at the discretion of the participant.

6. Requests for applications and inquiries should be directed to American Educational Research Association, 1126 - 16th Street, N.W., Washington, D.C. 20036.

7. This Training Institute is designed to provide participants with a general overview of the state of the art of the field of evaluation, an understanding of the roles of evaluation, the kinds of problems that evaluation raises concomitant with ways of devising appropriate solutions, and conceivable contributions that evaluation can make to education. Participants will be familiarized with extant or emergent formulation of alternative approaches or models of evaluation. Instruction will emphasize the common elements relevant to these conceptions of evaluation. The format of the Institute will include lectures and discussion, case-book studies, independent reading and study, role playing and small group sessions. Participants will be encouraged to bring to the session problems or projects they are presently dealing with or that they anticipate they will be involved with in the future.

1. EDUCATIONAL BROADCASTING INSTITUTE: IDENTIFICATION OF COMMUNITY NEEDS AND AUDIENCE MEASUREMENT

2. National Association of Educational Broadcasters

3. February 11-14, 1973, Washington, D.C.

4. $120 per person covers tuition and course reference materials; minority scholarships available.

5. Accommodations to be arranged and paid for separately by participants.

6. Apply to NAEB, 1346 Connecticut Avenue, N.W., Washington, D.C. 20036. Phone (202) 785-1100.

7. An Institute designed to assist management and programmers in establishing sensible objectives for audience measurement activities; in setting up appropriate sampling procedures; in determining the reliability and validity of measurements; in identifying sources of information concerning audience characteristics; and in instituting effective and economical data collection methods.

1. DECISION AND RISK ANALYSIS: MODERN DECISION TOOLS APPLIED TO SOCIAL, ECONOMIC AND POLITICAL PROBLEMS

2. UCLA - The School of Engineering and Applied Science, Graduate School of Management and University Extension

3. April 9-13, 1973 at UCLA.

4. $325 includes course notes and parking.

5. Accommodations are available at special rates in Rieber Residence Hall. Write to Residence Halls Coordinator, Rieber Hall, 310 De Neve Drive, Los Angeles, California 90024. Phone (213) 825-5305.

6. Apply to P. O. Box 24902, Continuing Education in Engineering and Science, University Extension, UCLA, Los Angeles, California 90024. Phone (213) 825-1295 or 825-3344.

7. Decision Environment and Facts of Life...The Decision Process... Decision Elements and Models...Decision and Utility Theory...Risk Analysis...Forecasting...The Delphi Techniques...An Evaluation Model for Mass Transit...Applications in Criminology...Health Care Applications.

   Coordinator & Lecturer: Melvin W. Lifson, Lecturer, Engineering Systems Department, School of Engineering and Applied Science, UCLA.

   Prerequisite: Bachelor's degree or equivalent.

1. WORKSHOP IN SOLVING REAL PROBLEMS IN EDUCATION AND SOCIAL SYSTEMS: A SYSTEMS ENGINEERING APPROACH

2. UCLA - The School of Engineering and Applied Science, Graduate School of Management and University Extension

3. January 15-19, 1973, 8:15 a.m. - 5:00 p.m., Room 2444, Boelter Hall, UCLA.

4. $325 covers lectures, course notes, individualized work sessions and parking.

5. Convenient accommodations are available at special rates in Rieber Residence Hall. To assure space, write to Residence Halls Coordinator, Rieber Hall, 310 De Neve Drive, Los Angeles, California 90024. Phone (213) 825-5305.

6. P.O. Box 24902, Continuing Education in Engineering & Science, University Extension, UCLA, Los Angeles, California 90024. Phone (213) 825-1295 or 825-3344.

7. Of benefit to administrators, planners, program managers, and senior technical staff in public and private agencies, such as: educational institutions, community and social service organizations and other people-oriented industries. Presents the conceptual framework for solving significant, real, and complex problems through practical and systematic methods. Each participant selects and defines a major problem relevant to his interests or job needs and is guided along a path toward a solution. The participant has an opportunity to integrate and use related knowledge and skills with a general set of problem-solving steps which can be applied to a wide variety of professional and administrative problems.

PLANNING

(a) Planning Procedures

1. INSTRUCTIONAL OBJECTIVES: THEIR SPECIFICATION AND MEASUREMENT

2. American Educational Research Association

3. March 2-3, 1973, New Orleans, Louisiana.

4. AERA members - $90; nonmembers - $100.

5. Living arrangements at the discretion of the participant.

6. The deadline for submission of application and fee is February 1, 1973. For information contact William J. Russell, Assistant for Federal and Professional Affairs, American Educational Research Association, 1126 - 16th Street, N.W., Washington, D.C. 20036. Phone (202) 223-9485.

7. The session will explore procedures for the development of measures suitable for the expanding area of objectives-based measurement. Increased emphases in the areas of program evaluation, empirical development of instructional materials and teacher accountability combine to require of the educator substantial sophistication in the procedures and rhetoric of criterion referenced measurement.

   The audience for whom this session is designed consists of university professors, school evaluators, and persons with responsibility in instructional development. Applicants will receive a list of reference materials to assist them in their fruitful participation in the session. Desired, but not required, prerequisite skills include the ability to distinguish operational from non-operational statements of objectives and previous development or evaluation activity.

1. MANAGEMENT AND PLANNING INSTITUTE FOR HIGHER EDUCATION

2. Columbia University, Graduate School of Business

3. March 11-16, 1973, Arden House, Harriman, New York.

4. $500 includes tuition, room and board.
&
5.

6. Apply to Dr. James Douglas Brown, Jr., Director, Management and Planning Institute for Higher Education, Columbia University, 807 Uris Hall, New York, New York 10027. Phone (212) 280-3345. Closing date: February 1, 1973.

7. Program includes discussions on institutional strategy formulation, planning for the changing role of higher education, the computer center and information systems, implementation of instructional strategy, the application of operation research to higher education, faculty budgeting and productivity, the planning process, university governance and university planning, long range planning and budgeting.

1. THE DANFORTH WORKSHOP ON LIBERAL ARTS EDUCATION

2. The Danforth Foundation

3. Late June and early July (2-1/2 weeks, annually)
Colorado College, Colorado Springs, Colorado.

4. All expenses other than travel covered by the Foundation, including room and board at Colorado College.
&
5.

6. By invitation to institutions, not individuals. Inquiries should be sent to Ms. Laura Bornholdt, Director, Workshop on Liberal Arts Education, Danforth Foundation, 222 South Central Avenue, St. Louis, Missouri 63105.

7. Provides an opportunity for intensive study and discussion of ways and means for improving the quality of liberal arts education at the undergraduate level. Faculty, administrative officers, and some students join in serious consideration and unhurried discussion of the large issues of educational policy. Outstanding scholars in higher education and other disciplines bring their most recent research findings. Approximately 25 colleges and universities are invited annually by the Foundation to participate. Each institution agrees to send a team of four, one member being the dean or comparable academic officer. Each institution submits well in advance of the Workshop a statement of the problems on which the team will concentrate, and at the conclusion of the Workshop, presents a final report of findings and suggestions which the team will take back.

1. MANAGEMENT PLANNING COURSE

2. Planning Dynamics, Incorporated

3. Conducted by arrangement for five or more participants. Location may be either Pittsburgh or on site of the sponsoring organization.

4. $1,500 -- covers all planning materials, manuals, books, illustrative forms, etc., and group luncheons.

5. Living arrangements at the discretion of the participant and/or his sponsoring organization.

6. For particulars, write to Planning Dynamics, Inc., Babb Building, 850 Ridge Avenue, Pittsburgh, Pennsylvania 15213. Phone (412) 261-6084.

7. This course provides intensive, practical instruction and coaching in the fundamental principles, procedures and techniques necessary to the development and implementation of a systematic process for management planning. Designed expressly to equip basically qualified designates to begin to function effectively as in-house planning specialists, the course is highly results-oriented; it is focused on the conceptual and practical knowledge demanded by an operable management system which emphasizes decentralization, participation and predetermined objectives.

1. USER EVALUATION OF SIMULATION MODELS

2. Society for College and University Planning

3. March 29-30, 1973, Mayflower Hotel, Washington, D.C.

4. Approximately $40 (members); $65 (non-members) for admission to all conference sessions.

5. Mayflower Hotel, Washington, D.C., $20-$30 per day for room only.

6. Apply before March 15, 1973, to Society for College and University Planning, c/o Columbia University, 616 West 114th Street, New York, New York 10025. Phone: (212) 280-5523.

7. Discussion by users of various major simulation models (WICHE, CAMPUS, SEARCH, HELP/PLANTRAN) as to their advantages and disadvantages when applied to various institutional situations, with opportunity for audience-participants to raise questions about range of applicability. Open to all interested.

1. PLANNING AND BUDGETING SEMINARS FOR COLLEGES, UNIVERSITIES, AND MEDICAL SCHOOLS

2. Systems Research Group

3. Offered monthly in Toronto, Canada.

4. $100 per day per person.

5. Room and board handled by individual participant.

6. For application and other information contact Dr. Jack Levine, Systems Research Group, 252 Bloor Street West, Toronto 5, Canada. Phone (416) 964-8411.

7. Three separate seminars held simultaneously, each devoted to a special area of planning: the community college, the health sciences center, the university. Designed for senior administrators, academic staff, as well as technically oriented personnel, each seminar demonstrates the concept and describes applications of CAMPUS (Comprehensive Analytical Methods for Planning in University College Systems) an integrated information, planning and budgeting system. Utilizing operations research, information systems, and computer-assisted analysis, each seminar deals with the total concept in stages to meet the different needs of the various levels of administrators and personnel. The first two days (for all personnel) deal with the basics: introduction to CAMPUS, where it can be applied, and what it can and cannot do. The last two days (intended mainly for the technical personnel) probe the technical heart of CAMPUS -- the simulation mode: mathematical and computer structure, adaptation problems, computer operation, and command and control languages.

PLANNING

(b) Long-Range Objectives

1. ESTABLISHING THE MASTER PLAN

2. Didactic Systems, Inc.

3. In-house, as requested.

4. $150 per participant (if 25 participants or more attend) includes program development, staff and all materials. Larger groups require an expanded program.

5. Room and board in-house as requested.

6. For information contact: Erwin Rausch, Didactic Systems, Inc., 6 North Union Avenue, Cranford, New Jersey 07016. Phone (201) 272-5004.

7. A three-day workshop, custom designed for the specific needs of the college or university, to help administrators establish a framework for setting goals and preparing a Master Plan which will actually be used as a working document by the various divisions and departments. Some work is required of prospective participants prior to the start of the seminar.

1. IMPROVING ORGANIZATIONAL EFFECTIVENESS AND DECISION MAKING

2. Didactic Systems, Inc.

3. In-house, as requested.

4. Minimum 10 participants, maximum 15. $250 per participant, includes complete program, staff, and seminar materials.

5. Room and board in-house, or as requested and arranged by sponsoring organization.

6. For information contact: Erwin Rausch, Didactic Systems, Inc., 6 North Union Avenue, Cranford, New Jersey. Phone (201) 272-5004.

7. A two-day workshop custom designed for the specific needs of the college or university to help administrators systematically analyze the decision-making process in their own institutions and to develop long-range plans for streamlining it, while retaining a high degree of participation by all those who are affected. The program covers approaches to clarification of the roles of the various groups as well as the management techniques which can mold these into an effective team. Some work is required of prospective participants prior to the start of the seminar.

1. WORKSHOP ON INSTITUTIONAL GOVERNANCE, POLICY FORMATION AND DECISION

2. Indiana University

3. July 15-20, 1973 at Indiana University, Bloomington, Indiana.

4. $100 covers all conference costs except for academic credit which may be earned by additional work and special registration.

5. Participants live in a conference center within a residence hall area.

6. Apply by July 1, to Dr. Robert Shaffer, Professor-Higher Education, School of Education-319, Indiana University, Bloomington, Indiana 47401.

7. The workshop will be concerned with issues and dilemmas in institutional governance, achieveing understanding and congruence of institutional goals and establishing the most effective procedures and mechanisms for sound policy formation and decision making. Models for involving all segments of the university community will be examined and evaluative criteria for judging their effectiveness in specific situations and environments will be developed. Stress will be placed upon effective methods of student involvement and input of student personnel at various levels of institutional governance. The workshop will place greater emphasis upon system concepts, establishing objectives, resolving goal conflicts and clarifying roles than upon the forms and mechanics of governance and administration. Participants, who may earn up to two hours of graduate credit by special registration, are expected to have experience in some phase of administering student affairs.

1. CAREER EDUCATION

2. National Education Program Associates

3. Time and place to be determined with client schools. Tentative public offering for Spring 1973 on East and West Coast.

4. $100 per attendee, per day. Fees include cost of consultants, all materials and follow-up information service for six months.

5. Living arrangements at the discretion of the participant.

6. Contact Raymond D. Lenoue, Vice President, National Education Program Associates, 30 Brooks Road, New Canaan, Connecticut 96840. Phone (203) 966-8703.

7. I. Planning a Career Education Program
   - A. Federal Guidelines and Funding Potential
   - B. Local Needs and Commitments
   - C. Industry - Education Cooperation

   II. School-Based Career Education Models
   - A. Mesa, Arizona and others

   III. Industry-Based Career Education Models

   IV. System Management Applied to Career Education
   - A. Needs Assessment
   - B. Performance Objectives
   - C. Implementation
   - D. Evaluation

Members of the faculty are: Dr. Edward A. Welling, President, NEPA; Dr. Otto Heinkel, Director of Research, San Diego Community Colleges; Dr. George Smith, Superintendent of Schools, Mesa, Arizona; Dr. Roger A. Kaufman, Professor of Human Behavior, U.S. International University; and others to be announced.

1. EXECUTIVE BRIEFING ON MANAGEMENT PLANNING

2. Planning Dynamics, Incorporated

3. January 17-18, 1973; March 21-22, 1973; May 16-17, 1973; (Fall dates to be announced) Pittsburgh, Pennsylvania.

4. $200 covers all instructional materials and guides, illustrative forms and related planning materials.

5. Living accommodations at the individual participant's discretion.

6. Planning Dynamics, Inc., Babb Building, 850 Ridge Avenue, Pittsburgh, Pennsylvania 15212. Phone (412) 261-6084.

7. This Executive Briefing on Management Planning provides essential understanding of a basic approach to increasing managerial effectiveness through a participative system of management by objectives. The program will familiarize the participants with a proven management process that will minimize surprise in a changing environment, and help to meet the need for reaching and revising agreement and effectuating decentralized, participative management.

1. HIGHER EDUCATION COMPREHENSIVE LONG RANGE PLANNING MANAGEMENT CONFERENCE

2. Society for College and University Planning

3. August 12-15, 1973, Toronto, Canada.

4. Approximately $40 (members) to $55 (non-members) for admission to all conference sessions.

5. Sheraton Four Seasons Hotel, $20-$30 per day for room only.

6. Preliminary Program Announcement due before March 1, 1973, Final Program and Application before June 1, 1973. For information, write A. Ross Dawson, York University, Downsview 463, Ontario, Canada.

7. Theme, "Planning Is Communication," considers inter-relationship of various aspects of long-range planning and institutional research and analysis. Open to all interested. Pre-registration advisable. Field trips, family programs.

1. THE ADULT STUDENT AND NEW STYLES IN HIGHER EDUCATION

2. Society for College and University Planning

3. April 27-28, 1973, New Orleans, Louisiana.

4. Approximately $40 (members) to $65 (non-members) for admission to all conference sessions.

5. Hotel Roosevelt, New Orleans, $20-$30 per day for room only.

6. Apply before April 15, 1973, to Society for College and University Planning, c/o Columbia University, 616 West 114th Street, New York New York 10025.

7. The impact on long range planning -- academic, financial, physical -- of the growing number (expected to increase two-thirds during the 70's) of students 25 years of age and older studying at colleges and universities. Open to all interested.

1. TRENDS IN STATEWIDE PLANNING, COORDINATION AND CONTROL

2. Society for College and University Planning

3. March 11-12, 1973, Chicago, Illinois.

4. Approximately $40 (members) to $65 (non-members) Admission to all sessions.

5. Palmer House, Chicago; $20-$30 per day for room only.

6. Apply before March 1, 1973, to Society for College and University Planning, c/o Columbia University, 616 West 114th Street, New York, New York 10025.

7. Examination of trends toward greater centralization of states' involvement in higher education; the different forms these take, and their implications. Open to all interested.

1. LONG-RANGE PLANNING FOR EDUCATIONAL MANAGEMENT

2. University Resources, Inc.

3. Given monthly at the Essex House, 160 Central Park South, New York, New York 10019.

4. $240 covers texts, materials, lunches and private consultation for the two day meeting.

5. Accommodations at the Essex House, New York City -- $30 per day average.

6. Apply on prescribed application form to: University Resources, Inc., Registrar, 160 Central Park South, New York, New York 10019. Phone (212) 765-1677.

7. Seminar limited to 15 registrants. Not a lecture. Workshop learning by doing. Participants explore problems and solutions for Long Range Planning. This seminar workshop is designed for educational administrators who have encountered difficulties in achieving success in the planning and control aspects of their operations or who desire an orientation in establishing a long-range plan in order to better control their areas of management responsibilities.

MISCELLANEOUS CONFERENCES

AND

SPECIAL PURPOSE SEMINARS

1. INDIVIDUALIZING INSTRUCTION FOR THE INTELLECTUALLY GIFTED

2. American Educational Research Association

3. February 23, 24, 25, 1973, New Orleans, Louisiana.

4. AERA members - $90; nonmembers - $100.

5. Living arrangements at the discretion of the participant.

6. The deadline for submission of application and fee is February 1, 1973. For information contact William J. Russell, Assistant for Federal and Professional Affairs, American Educational Research Association, 1126 16th Street, N.W., Washington, D.C. 20036. Phone (202) 223-9485.

7. The goal for this session is to interest and train educators and educational researchers in the articulation of highly flexible and individualized approaches for the education of one select group -- the intellectually highly gifted. The objectives of the workshop encompass the study of testing and measurement theory and applications as well as educational planning strategies with respect to this select group.

   The prerequisites for participation in the session are a basic understanding of psychological and educational tests and measurement techniques (percentiles, standard scores, norms, etc.). Some familiarity with currently used tests such as those of the College Entrance Examination Baord (e.g., SAT-V, SAT-M, and the achievement tests) or the SCAT and STEP series, is important. Participants will also be expected to read in advance a designated short selection of articles and monographs on research with the gifted.

1. RESEARCH ON READING ACQUISITION: WITH AN EMPHASIS ON DEPRIVED POPULATIONS

2. American Educational Research Association

3. February 21-25, 1973, New Orleans, Louisiana.

4. AERA members - $225; nonmembers - $250.

5. Living arrangements at the discretion of the participant.

6. The deadline for submission of application and fee is February 1, 1973. For information contact William J. Russell, Assistant for Federal and Professional Affairs, American Educational Research Association, 1126-16th Street, N.W., Washington, D.C. Phone (202) 223-9485.

7. This session will discuss a number of unresolved issues such as the role of language variation and its interference in reading, existence of subskills in reading and the role of intelligence differences in reading acquisition. The objectives consist of presenting data on each of these issues and introducing new unpublished information on how to facilitate decoding and comprehension. This session will include such topics as: (a) language differences among the disadvantaged; (b) special curriculum needs of the learning-disabled child; (c) operationalization of the comprehension process for instruction; (d) twelve easy ways to make reading difficult; (e) new ways to facilitate perceptual learning; (f) role of intelligence in reading, and how to minimize the effects of low IQ in reading acquisition; (g) theories of the reading process for beginning and skilled readers; and (h) prerequisites for reading.

   No special training or background beyond that usually found at professional meetings is required. Selected materials will be given to the audience. Additional materials, such as books, will be available for a temporary loan.

1. THE UNDERWOOD FELLOWSHIPS IN THE CAMPUS MINISTRY

2. The Danforth Foundation

3. Offered annually.

4. No fees.
&
5.

6. For application materials and requirements write to Robert Rankin, Danforth Foundation, 222 South Central Avenue, St. Louis, Missouri 63105. Completed applications due December 7, 1973.

7. Fellowships available to educational administrators, college and university professors and parish clergy in the university community, as well as to campus ministers. Faculty and administrators as candidates must be interested in the concerns of the campus ministry and its relationship to higher education and must receive an endorsement from a professional campus minister on their campus. The purpose of this grant is to enable faculty and administrators to engage in study or other projects which relate their educational tasks to religious leadership in their institutions. The grant may <u>not</u> be used for study in their own disciplines. Outline of study project and budget will be required. Period of grant -- up to six months. Similar requirements for parish clergy and campus ministers.

1. ANNUAL MEETING OF NCURA

2. National Council of University Research Administrators

3. November 7, 8, & 9, 1973, Washington, D.C.

4. $50 - two lunches, one breakfast for members, membership dues.

5. Statler Hilton Hotel, Washington, D.C., Rooms-$20 single.

6. Write to: Mr. Robert Gentry, University of Wisconsin, 1746 Van Hise Hall, Madison, Wisconsin 53706.

7. Informative workshop type conference for all those participating and interested in research, training and other sponsored projects at colleges and universities including affiliated hospitals.

1. CONSULTATION SKILLS

2. NTL Institute for Applied Behavioral Science

3. March 18 - 24, 1973, Highlands Inn, Carmel, California; July 9 - 20, 1973, Temple Buell College, Denver, Colorado; July 23 - August 3, 1973, Temple Buell College, Denver, Colorado; October 14 - 20, 1973, Miami, Florida.

4. Tuition and registration: Seven day programs -- $350; Twelve day programs -- $395.

5. Accommodations approximately $175 at California and Miami sites; $165 at Colorado site. To be paid to hotel.

6. Brochure sent on request. Contact Information Services, NTL Institute, 1201 Sixteenth Street, N.W., Washington, D.C. 20036. Phone (202) 833-4341. Application form to be completed and returned to Admissions Department one month in advance of program, if possible. (Cable reservations accepted.)

7. For professionals engaged in helping others -- internal and external consultants, lawyers, teachers, ministers, program administrators, etc. Emphasizes principles and skills of helping individuals, groups, and organizations toward a fuller use of resources and more creative solutions to work problems. Participants work on such aspects of consultation as building a climate for change, collecting and analyzing data, ethics of change, principles for giving help, and on staff and team development.

1. TECHNICAL MESSAGE MANAGEMENT FOR EXECUTIVES

2. UCLA - The School of Engineering and Applied Science, Graduate School of Management and University Extension

3. April 6 & 7, 1973, University of California, Los Angeles, Room 2444, Boelter Hall.

4. Fee includes textbook when listed, class materials or the use of them and a campus parking permit. Fees do not include lodging or meals.

5. Accommodations are available at special rates in Rieber Residence Hall. Write to Residence Halls Coordinator, Rieber Hall, 310 De Neve Drive, Log Angeles, California 90024. Phone (213) 825-5305.

6. Apply to Continuing Education in Engineering and Science, Post Office Box 24902, University of California Extension, Los Angeles, California 90024. Phone (212) 825-1295 or 825-3344.

7. Examination of real-world problems in message management establishes that methods for control of programs and organizations are not applicable to management of either large or small formal technical communications. The special constraints imposed by the nature of complex communications and by the characteristics of the author-presenter, and contributor-team are explored. Special emphasis is placed upon the severe constraints media designers must meet in adapting to reader and audience limitations in information assimilation. Effective devices to set direction, control content, and standardize message inputs are introduced, and their application in message management developed. A workshop utilizes exercises in management of the message simulated proposals and presentations to build confidence in application of the methodology. Requirements: Bachelor's degree or equivalent.

PROJECTED PROGRAMS AND RELATED ACTIVITIES

ACADEMY FOR EDUCATIONAL DEVELOPMENT - MANAGEMENT DIVISION: Plans to arrange a series of invitational seminars and to cooperate with other organizations in the planning and operation of conferences concerned with improvements in the governance, organization, and management of institutions of higher education, primarily the four-year colleges and universities.

THE AMERICAN ASSOCIATION OF UNIVERSITY ADMINISTRATORS held its first National Assembly in Chicago May 1-2, 1972, and is already making plans for National Assembly Two, to be held in Washington, D. C., May 6-7, 1973, with the theme, "Career Development for Administrators". A statement of Rights of Administrators has been adopted and publicized. A twenty-four hour seminar on collective bargaining and higher education will be held February 25-26, 1973, at Chicago's O'Hare Holiday Inn. An invitational conference on major issues faced by higher education administrators is being planned for the summer of 1973, as is a mini-conference on administrative accountability and evaluation. A Clearing House for Career Advancement has been established. For further information contact Fred A. Bennett, General Secretary, American Association of University Administrators, One Library Circle, Crosby Hall, Buffalo, New York 14214. Phone (716) 245-5551.

BRAKELEY, JOHN PRICE JONES, INC. has in the past offered seminars in the areas of organization, planning and governance. Though no seminars in these areas are scheduled for 1973, they will be offered in sufficient demand as indicated. For more information contact Bernd Brecher, Senior Vice President, Brakeley, John Price Jones, Inc., 6 East 43rd Street, New York, New York 10017. Phone (212) 697-7120.

DOUGLAS TROUT ASSOCIATES, INC. offers consulting services and training for institutions of higher education, including teleproduction consulting services, program production, and training (workshops and seminars) in Washington, at regional centers, and/or on campus. For information on future programs, contact William B. Dunham, Consultant, Douglas Trout Associates, Inc., 888-17th Street, N.W., Suite 1101, Washington, D. C. 20006. Phone (202) 659-4685.

THE KANSAS CITY REGIONAL COUNCIL FOR HIGHER EDUCATION has conducted many conferences, seminars and workshops covering such diverse topics as The Cost-Price Squeeze, Concepts of Data Processing, Social Welfare as a Social Institution, Student-Centered Instructional Improvement Program, Decision-Making for College Management Teams, and Commercial Sales Techniques in the College Setting. Other programs have been aimed at college bookstore managers, admissions directors, business managers, librarians, development officers, physical plant personnel, information systems users, and others. For information on future programs contact D. Stanley Love, Executive Associate, Kansas City Regional Council for Higher Education, 4901 Main Street, Suite 309, Kansas City, Missouri 64112. Phone (816) 561-6693.

THE NATIONAL CENTER FOR DISPUTE SETTLEMENT (NCDS) of the American Arbitration Association conducts various seminars and workshops under the general designation of Alternative Approaches to Problem Solving Using Negotiations, Mediation and Arbitration. Some activities may apply to the campus situation, others may not. Techniques used in these activities include role playing, case studies, audio-visual aids, small group discussions and general meetings. The seminars and workshops are most often developed in cooperation with othersgroups such as individual universities and associations, like the American Association for Higher Education and the National Student Association. College and university officials interested in either attending up-coming activities or co-sponsoring an activity with NCDS should contact Phyllis E. Kaye, Program Development Officer, National Center for Dispute Settlement, 1212 Sixteenth Street, N.W., Washington, D. C. 20036. Phone (202) 628-1545.

THE NATIONAL CENTER FOR THE EXPLORATION OF HUMAN POTENTIAL offers experiential leadership and facilitator training programs, a series of short, intensive training experiences in group methods designed to actualize human potential. These are offered on a fee basis to requesting institutions. For more information contact Dr. A. J. Lewis, National Center for the Exploration of Human Potential, 8080 El Passeo Grande, La Jolla, California 92037. Phone (714) 459-4469.

CALENDAR OF PROGRAMS

CALENDAR[1/]

Dates	Activity	Location	Page
January			
7-9	1973 Workshops on Student Loan Billing and Collection	Boston, Massachusetts	72
7-10	Educational Broadcasting Institute: Supervisory Management	Washington, D.C.	97
7-12	Management Grid Seminar	Lake Geneva, Wisconsin	13
10-12	Microfilm Information Systems	Washington, D.C.	82
12-13	Occupational Safety and Health Acts Seminar	Atlanta, Georgia	60
14-17	Sales Grid Seminar	Lake Geneva, Wisconsin	50
15-16	Seminar - Coffee Cup Workshop	Memphis, Tennessee	49
15-19	Workshop in Solving Real Problems in Education and Social Systems: A Systems Engineering Approach	Los Angeles, California	112
17-18	Executive Briefing on Management Planning	Pittsburgh, Pennsylvania	125
17-18	The Executive Secretary	Los Angeles, California	92
18-19	Equal Employment Opportunities Compliance Seminar	New York City	59
20-24	Campus Action Team Workshop	Pomona, California	96
21-23	1973 Workshops on Student Loan Billing and Collection	San Francisco, California	72
21-26	Planned Gifts Training Program	Wayne, New Jersey	46
21-27	Key Administrators Conference	Miami, Florida	10
22-24	National Planned Giving Institute	Memphis, Tennessee	48
24-26	National Planned Giving Institute	Memphis, Tennessee	48

24-26	Microfilm Information Systems	Los Angeles, California	82
24-26	Job Enrichment	Washington, D.C.	93
28-Feb. 3	Negotiation Skills	Miami, Florida	57
28-Feb. 3	Presidents' Conference on Human Behavior	Palm Beach, Florida	13
28-Feb. 3	Management Work Conference in Interpersonal Competence, Phase I	Miami, Florida	11
Jan.*	Grantsmanship for Educational Institutions	New York City	51
Jan.*	Long-Range Planning for Educational Management	New York City	129
Jan.*	Planning and Budgeting Seminars for Colleges, Universities, and Medical Schools	Toronto, Canada	119
February			
1-2	Equal Employment Opportunities Compliance Seminar	San Francisco, California	59
4-7	Educational Broadcasting Institute: Film Production for Television	San Francisco, California	87
4-9	Managerial Grid Seminar	Hunt Valley, Maryland	15
4-9	Presidential Grid Seminar	Ponte Vedra Beach, Florida	16
7-9	Microfilm Information Systems	New York City	82
8-9	The Executive Secretary	Washington, D.C.	92
11-13	Conference on the Leadership Volunteer	Washington, D.C.	39
11-14	Educational Broadcasting Institute: Identification of Community Needs and Audience Measurement	Washington, D.C.	110

1/ Activities with meeting dates still to be scheduled are listed on page 155.

* Held monthly. Exact dates to be announced by sponsoring institutions.

Dates	Activity	Location	Page
February			
11-14	Educational Broadcasting Institute: Fundamentals of Finance and Accounting for Non-Financial Managers	Washington, D.C.	28
12-13	Seminar - Coffee Cup Workshop	Memphis, Tennessee	49
15-16	Equal Employment Opportunities Compliance Seminar	Dallas, Texas	59
18-20	Fifth Annual Central Association of College and Business Officers Professional Development Workshop	St. Louis, Missouri	23
21-23	Job Enrichment	San Francisco, California	93
21-25	Research on Reading Acquisition: With an Emphasis on Deprived Populations	New Orleans, Louisiana	132
21-25	Multivariate Statistical Analysis in Educational Research	New Orleans, Louisiana	108
22-23	Educational Broadcasting Institute: Rights, Responsibilities, and Regulations of Broadcast Stations	Cincinnati, Ohio	88
22-26	Booksellers School	New York City	77
23-25	Cognitive Instruction: Research and Design	New Orleans, Louisiana	105
23-25	Computer Managed Instruction	New Orleans, Louisiana	106
23-25	Developing Criteria and Procedures for Evaluating Arts in Educational Projects	New Orleans, Louisiana	107
23-25	Individualizing Instruction for the Intellectually Gifted	New Orleans, Louisiana	131
25-26	A 24-Hour Seminar on Collective Bargaining	Chicago, Illinois	53
25-27	1973 Workshops on the Team Approach to Planning and Budgeting in Small Colleges	New Orleans, Louisiana	27
26-Mar. 2	Basic Course on the Negotiation and Administration of Federal Grants and Contracts	New Orleans, Louisiana	31

28-Mar. 4	Booksellers School	Colorado Springs, Colorado	77
Feb.*	Grantsmanship for Educational Institutions	New York City	51
Feb.*	Long-Range Planning for Educational Management	New York City	129
Feb.*	Planning and Budgeting Seminars for Colleges, Universities, and Medical Schools	Toronto, Canada	119
March			
2-3	Instructional Objectives: Their Specification and Measurement	New Orleans, Louisiana	114
4-6	1973 Workshops on Introduction to Fund Accounting	San Francisco, California	26
5-8	Institute on Furniture Procurement	Atlanta, Georgia	30
6-7	Institute on Federally Sponsored Grants and Contracts for Educational Institutions and Nonprofit Organizations	Washington, D.C.	32
7-9	Microfilm Information Systems	Washington, D.C.	82
7-9	The Art of the Interview	Shaker Heights, Ohio	58
11-12	Trends in Statewide Planning, Coordination and Control	Chicago, Illinois	128
11-14	Conference on the Capital Campaign	Washington, D.C.	38
11-16	Management and Planning Institute for Higher Education	Harriman, New York	115
11-16	Managerial Grid Seminar	San Antonio, Texas	15
12-13	Seminar - Coffee Cup Workshop	Memphis, Tennessee	49
15-16	The Executive Secretary	New York City	92
18-21	Conference on Deferred Giving	Chicago, Illinois	37

* Held monthly. Exact dates to be announced by sponsoring institutions.

Dates	Activity	Location	Page
18-21	Sales Grid Seminar	Hunt Valley, New York	50
18-23	Managerial Grid Seminar	Palm Springs, California	15
18-24	Consultation Skills	Carmel, California	135
18-24	Management Work Conference in Interpersonal Competence, Phase I	Carmel, California	11
21-22	Executive Briefing on Management Planning	Pittsburgh, Pennsylvania	125
21-23	Conference on the Life of the Mind/Continuous Learning Programs	South Bend, Indiana	62
21-23	Job Enrichment	New York City	93
25-27	1973 Workshops on Introduction to Fund Accounting	Minneapolis, Minnesota	26
25-31	Key School Executive Conference	Phoenix, Arizona	100
28-29	7th Area Research Training Program	Tuscon, Arizona	109
29-30	User Evaluation of Simulation Models	Washington, D.C.	118
29-31	Sixth National Sex Institute	Washington, D.C.	63
Mar.*	Grantsmanship for Educational Institutions	New York City	51
Mar.*	Long-Range Planning for Educational Management	New York City	129
Mar.*	Planning and Budgeting Seminars for Colleges, Universities, and Medical Schools	Toronto, Canada	119
Mar.**	The Danforth Institute for College Development	Location to be announced	25
April			
1-7	Key Administrators Conference	Miami, Florida	10
6-7	Technical Message Management for Executives	Los Angeles, California	136
8-10	1973 Workshops on Introduction to Fund Accounting	Boston, Massachusetts	26
8-11	National Association of Student Personnel Administrators Annual Conference	Philadelphia, Pennsylvania	74

8-13	Managerial Grid Seminar	Morristown, New Jersey	15
8-13	National Risk Management Conference	Atlanta, Georgia	21
8-14	Presidents' Conference on Human Behavior	Palm Beach, Florida	13
9-10	Seminar - Coffee Cup Workshop	Memphis, Tennessee	49
9-13	Decision and Risk Analysis: Modern Decision Tools Applied to Social, Economic and Political Problems	Los Angeles, California	111
12-14	1973 Workshops on the Team Approach to Planning and Budgeting in Small Colleges	Chicago, Illinois	27
15-18	Conference on Corporate and Foundation Support	New York City	36
15-18	Conference on the New Alumnus	New York City	40
15-18	Educational Broadcasting Institute: Cable Systems	Kansas City, Missouri	86
16-18	National Planned Giving Institute	Memphis, Tennessee	48
18-20	National Planned Giving Institute	Memphis, Tennessee	48
25-27	Job Enrichment	Washington, D.C.	93
25-29	Basic Course on the Negotiation and Administration of Federal Grants and Contracts	Washington, D.C.	31
27-28	The Adult Student and New Styles in Higher Education	New Orleans, Louisiana	127
29-May 1	National Conference on Trusteeship	San Francisco, California	3
29-May 4	Managerial Grid Seminar	Scarborough, Ontario	15
29-May 5	Management Work Conference in Interpersonal Competence, Phase I	Hershey, Pennsylvania	11

* Held monthly. Exact dates to be announced by sponsoring institutions.
** Held for 5 days in late March or early April; exact dates to be announced by sponsoring institution.

Dates	Activity	Location	Page
April			
29-May 5	Negotiation Skills	Hershey, Pennsylvania	57
April*	Grantsmanship for Educational Institutions	New York City	51
April*	Long-Range Planning for Educational Management	New York City	129
April*	Planning and Budgeting Seminars for Colleges, Universities, and Medical Schools	Toronto, Canada	119
May			
6-11	Presidential Grid Seminar	Lake Geneva, Wisconsin	16
7-10	NAEB Annual Meeting and Product Exhibit	Las Vegas, Nevada	29
7-11	Normative Systems Leadership Seminar in Higher Education	Morristown, New Jersey	19
13-16	Sales Grid Seminar	Lake Geneva, Wisconsin	50
14-15	Seminar - Coffee Cup Workshop	Memphis, Tennessee	49
16-17	Executive Briefing on Management Planning	Pittsburgh, Pennsylvania	125
20-25	Managerial Grid Seminars	Glens Falls, New York	15
21-23	MEGA/MEDIA Festivals	Washington, D.C.	41
21-25	Basic Course on the Negotiation and Administration of Federal Grants and Contracts	Chicago, Illinois	31
29-30	MEGA/MEDIA Festivals	San Francisco, California	41
May*	Grantsmanship for Educational Institutions	New York City	51
May*	Long-Range Planning for Educational Management	New York City	129
May*	Planning and Budgeting Seminars for Colleges, Universities, and Medical Schools	Toronto, Canada	119

June			
4-15	Seminar in Higher Education I	Carbondale, Illinois	17
4-15	Seminar in Higher Education II	Carbondale, Illinois	18
10-15	Intermediate Level Workshop in Student Financial Aids	Oberlin, Ohio	71
10-15	Managerial Grid Seminar	Lake Geneva, Wisconsin	15
10-15	Planned Gifts Training Program	Wayne, New Jersey	46
11-12	Seminar - Coffee Cup Workshop	Memphis, Tennessee	49
17-23	Management Work Conference in Interpersonal Competence, Phase I	Aspen, Colorado	11
17-23	Management Work Conference in Interpersonal Competence, Phase II	Location to be determined	12
17-23	Workshop on Inter-Fraternity Affairs	Bloomington, Indiana	67
17-July 27	IEM - 1973	Boston, Massachusetts	5
18-29	Seminar in Higher Education I	Carbondale, Illinois	17
18-July 5	Leadership and Group Facilitation Training Workshops	San Diego, California	98
18-July 13	Seminar in Higher Education I	Carbondale, Illinois	17
24-29	Annual Workshop for New Financial Aids Officers	Muncie, Indiana	70
24-July 20	Executive Management Programs	University Park, Pennsylvania	14
June*	Grantsmanship for Educational Institutions	New York City	51
June*	Long-Range Planning for Educational Management	New York City	129
June*	Planning and Budgeting Seminars for Colleges, Universities, and Medical Schools	Toronto, Canada	119

* Held monthly. Exact dates to be announced by sponsoring institutions.

Dates	Activity	Location	Page
June			
June**	The Danforth Workshop on Liberal Arts Education	Colorado Springs, Colorado	116
July			
5-18	Seminar in Higher Education I	Carbondale, Illinois	17
8-12	American Alumni Council National Conference	Vancouver, British Columbia, Canada	42
9-15	NACS Management Survey	Oberlin, Ohio	85
9-17	NACS Management Seminar	Oberlin, Ohio	84
9-20	Consultation Skills	Denver, Colorado	135
9-26	Leadership and Group Facilitation Training Workshops	San Diego, California	98
15-18	Summer Workshop for Department/Division Chairmen of Two-Year Colleges	Tallahassee, Florida	55
15-18	Sales Grid Seminar	Morristown, New Jersey	50
15-20	Managerial Grid Seminar	Morristown, New Jersey	15
15-20	Workshop on Institutional Governance, Policy Formation and Decision	Bloomington, Indiana	123
15-20	Workshop - Student Residences	Bloomington, Indiana	69
16-17	Seminar - Coffee Cup Workshop	Memphis, Tennessee	49
16-Aug. 10	Seminar in Higher Education I	Carbondale, Illinois	17
16-Aug. 10	Seminar in Higher Education II	Carbondale, Illinois	18
22-27	Negotiation Skills	Bethel, Maine	57

22-27	Indiana Professional Development Seminars	Bloomington, Indiana	65
22-28	Key Administrators Conference	Aspen, Colorado	10
23-29	NACS Management Seminar	Stanford, California	84
23-29	NACS Management Survey	Stanford, California	85
23-Aug. 3	Consultation Skills	Denver, Colorado	135
28-Aug. 10	Seminar in Higher Education I	Carbondale, Illinois	17
29-Aug. 3	College Business Management Institute	Lexington, Kentucky	33
29-Aug. 3	Managerial Grid Seminar	Berkeley, California	15
29-Aug. 3	Workshop - Student Activities	Bloomington, Indiana	68
29-Aug. 24	Executive Management Programs	University Park, Pennsylvania	14
30-Aug. 16	Leadership and Group Facilitation Training Workshops	San Diego, California	98
July*	Grantsmanship for Educational Institutions	New York City	51
July*	Long-Range Planning for Educational Management	New York City	129
July*	Planning and Budgeting Seminars for Colleges, Universities, and Medical Schools	Toronto, Canada	119
July***	NACS Management Conference	Location to be determined	83
July***	Workshop for Counselors and Teachers	Washington, D.C.	64

* Held monthly. Exact dates to be announced by sponsoring institutions.
** To be held late June and early July; exact dates to be determined.
*** Exact dates to be announced by sponsoring institutions.

Dates	Activity	Location	Page
July			
July**	College Administrator Development Program	Athens, Georgia	95
August			
5-10	In-Service Team Training in Student Personnel Services	Grantham, Pennsylvania	66
5-10	Negotiation Skills	Denver, Colorado	57
5-10	1973 ACPRA Summer Academy	South Bend, Indiana	43
5-10	15th Annual Workshop Program for Physical Plant Administrators	Cincinnati, Ohio	79
6-10	Basic Course on the Negotiation and Administration of Federal Grants and Contracts	Denver, Colorado	31
12-15	Higher Education Comprehensive Long-Range Planning Management Conference	Toronto, Canada	126
12-17	15th Annual Workshop Program for Physical Plan Administrators	Santa Barbara, California	79
12-18	Management Work Conference in Interpersonal Competence, Phase I	Midwest Location	11
12-19	The Annual WACUBO Workshop	Santa Barbara, California	34
13-14	Seminar - Coffee Cup Workshop	Memphis, Tennessee	49
13-17	Basic Course on the Negotiation and Administration of Federal Grants and Contracts	San Francisco, California	31
19-24	Managerial Grid Seminar	Oshkosh, Wisconsin	15
Aug.*	Grantsmanship for Educational Institutions	New York City	51
Aug.*	Long-Range Planning for Educational Management	New York City	129
Aug.*	Planning and Budgeting Seminars for Colleges, Universities, and Medical Schools	Toronto, Canada	119

September

9-14	Planned Gifts Training Program	Wayne, New Jersey	46
10-11	Seminar-Coffee Cup Workshop	Memphis, Tennessee	49
10-15	1973 Engineering and Management Course	Los Angeles, California	102
16-21	Managerial Grid Seminar	Glens Falls, New York	15
23-28	Presidential Grid Seminar	Lake Geneva, Wisconsin	16
25-26	Institute on Federally Sponsored Grants and Contracts for Educational Institutions and Nonprofit Organizations	Washington, D.C.	32
30-Oct. 3	Fiftieth Annual International Conference	Montreal, Quebec, Canada	80
30-Oct. 5	Managerial Grid Seminar	Palm Springs, California	15
Sept.*	Grantsmanship for Educational Institutions	New York City	51
Sept.*	Long-Range Planning for Educational Management	New York City	129
Sept.*	Planning and Budgeting Seminars for Colleges, Universities, and Medical Schools	Toronto, Canada	119
Sept.***	Academic Administration Internship Program	Locations to be determined	91
Sept.****	Washington Internships in Education	Washington, D.C. and selected state capitols	94

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* Held monthly. Exact dates to be announced by sponsoring institutions.
** Periodic seminars between July 1973 and June 1974.
*** Offered each academic year from September to May.
**** Offered annually; program begins in September and ends the following August.

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October			
2-4	The 1973 College and University Auditor's Conference	Honolulu, Hawaii	22
3-5	Eastern Association of College Auxiliary Services Fifth Annual Meeting	Great Barrington, Mass.	81
8-10	National Planned Giving Institute	Memphis, Tennessee	48
10-12	National Planned Giving Institute	Memphis, Tennessee	48
14-20	Consultation Skills	Miami, Florida	135
14-20	Management Work Conference in Interpersonal Competence, Phase I	Hershey, Pennsylvania	11
15-16	Seminar - Coffee Cup Workshop	Memphis, Tennessee	49
15-17	Seminar for College and University Leaders in Continuing Education	East Lansing, Michigan	8
15-19	Basic Course on the Negotiation and Administration of Federal Grants and Contracts	Washington, D.C.	31
21-24	Sales Grid Seminar	Morristown, New Jersey	50
21-26	Managerial Grid Seminar	Morristown, New Jersey	15
22-24	16th National Conference on Philanthropy	Detroit, Michigan	47
28-Nov. 3	Negotiation Skills	Miami, Florida	57
30-Nov. 2	Association of College Auxiliary Services Fifth Annual Meeting	Orlando, Florida	78
Oct.*	Grantsmanship for Educational Institutions	New York City	51
Oct.*	Long-Range Planning for Educational Management	New York City	129
Oct.*	Planning and Budgeting Seminars for Colleges, Universities, and Medical Schools	Toronto, Canada	119
Oct.**	The Danforth Institute for College Development	Location to be determined	25

November			
4-7	UBSA Annual Convention	Las Vegas, Nevada	4
7-9	Annual Meeting of National Council of University Research Administrators	Washington, D.C.	134
11-16	Presidential Grid Seminar	Carefree Arizona	16
11-16	Managerial Grid Seminar	Lake Geneva, Wisconsin	15
11-17	Key Administrators Conference	Miami, Florida	10
11-17	Presidents' Conference on Human Behavior	Eleuthera, Bahamas	13
Nov.*	Grantsmanship for Educational Institutions	New York City	51
Nov.*	Long-Range Planning for Educational Management	New York City	129
Nov.*	Planning and Budgeting Seminars for Colleges, Universities, and Medical Schools	Toronto, Canada	119
Nov.***	Institute on Professional Growth of College Business Personnel	Location to be determined	56
Nov.****	Financial Aid Computation Schools	Locations to be determined	24
December			
2-7	Managerial Grid Seminar	Hunt Valley, Maryland	15
3-7	Basic Course on the Negotiation and Admiristration of Federal Grants and Contracts	Palm Beach, Florida	31
Dec.*	Grantsmanship for Educational Institutions	New York City	51
Dec.*	Long-Range Planning for Educational Management	New York City	129
Dec.*	Planning and Budgeting Seminars for Colleges, Universities, and Medical Schools	Toronto, Canada	119
Dec.****	Financial Aid Computation Schools	Location to be announced	24

* Held monthly. Exact dates to be announced by sponsoring institutions.
** Held for 5 days in late October or early November; exact dates to be announced by sponsoring institution.
*** Exact dates to be announced by sponsoring institution.
**** Six to eight one-day Schools offered in November and December. Exact dates to be announced.

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	Advanced Programs, University of Oklahoma, Department of Advanced Programs**	Norman, Oklahoma	103
	An Invitational Conference on the Future of American College and University Administrators	Location to be determined	2
	Brakeley/JPJ Computer-In-Philanthropy Conference (Annually)	Location to be determined	44
	Career Education	Location to be determined	124
	Clearing House for Career Development**	Cranford, New Jersey	90
	Donor Financial Planning Seminars***	Location to be determined	45
	Educational Management for Accountability	Location to be determined	9
	Establishing the Master Plan***	Cranford, New Jersey	121
	Improving Organizational Effectiveness and Decision-Making***	Cranford, New Jersey	122
	Leadership Institutes**	Location to be determined	75
	Management College, National Graduate University**	Washington, D.C.	99
	Management Planning Course***	Pittsburgh or site of sponsoring organization	117
	Management Seminars in Admissions***	Location to be determined	7
	Mini-Conference on Administrative Accountability	Niagara Falls, New York	54
	National Program for Educational Leadership	Location to be determined	101
	Seminar on the Management of Change and Value Differences***	Location to be determined	6
	The Underwood Fellowships in the Campus Ministry (Annually)	Location to be determined	133
	1973 Training Workshops for Neophyte Financial Aid Administrators	Location to be determined	73

* Meeting dates still to be scheduled by sponsoring institutions.
** Held throughout the year.
*** Held as requested.

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Other Management Division Publications

BY 1990: DOUBLED ENROLLMENTS, TRIPLED COSTS. Charts showing the chronic financial squeeze with which most urban universities will have to learn to live.

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